

2014/2015 DRAFT ANNUAL REPORT

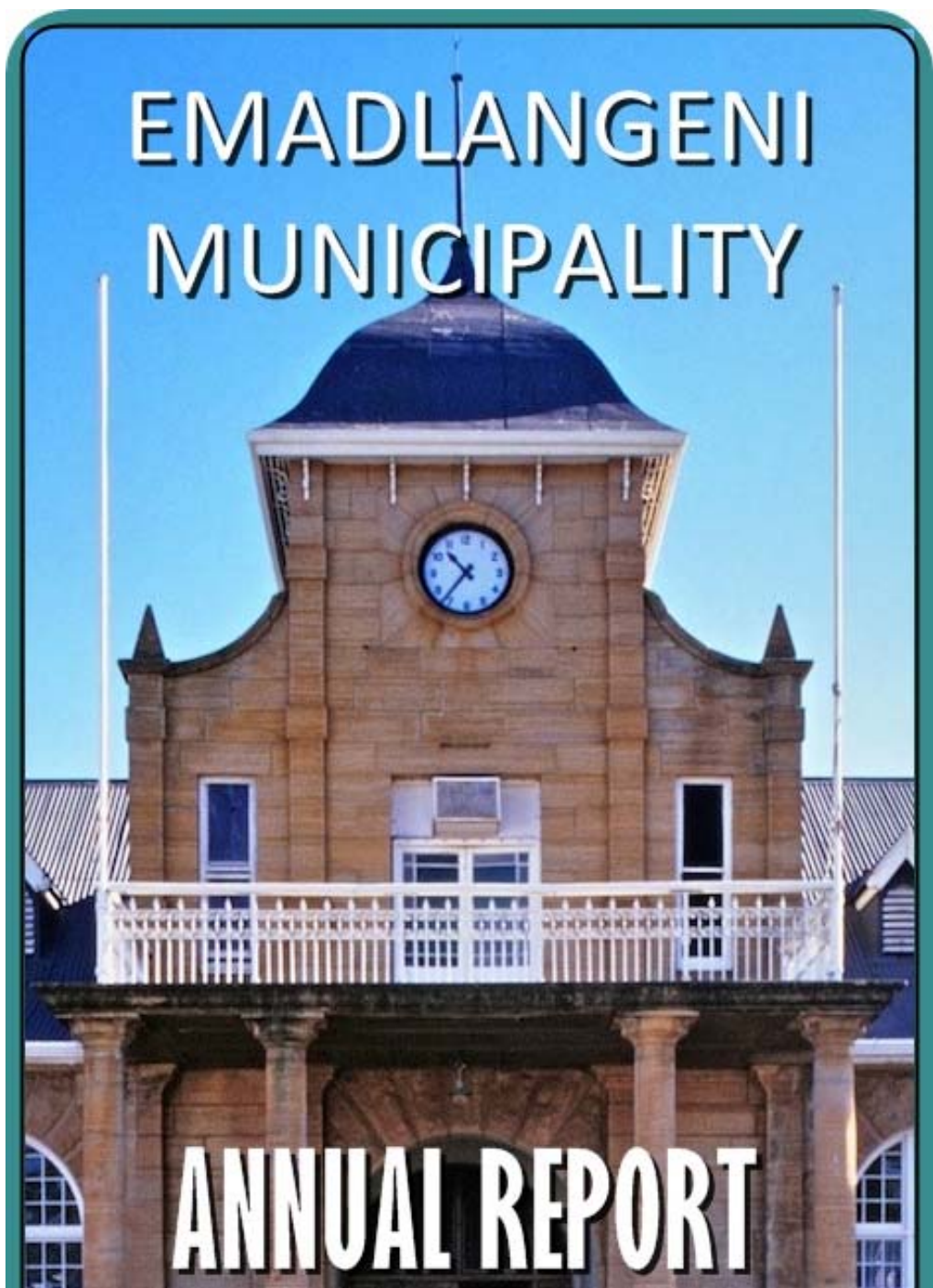




TABLE OF CONTENTS

1	CHAPTER 1: ACTING MAYOR’S FOREWORD AND EXECUTIVE SUMMARY	8
1.1	Foreword from the Acting Mayor	8
1.2	Foreword from the Municipal Manager	11
1.1	ASSESSMENT OF ANY ARREAS ON MUNICIPAL TAXES AND SERVICE CHARGES BY THE ACTING MUNICIPAL MANAGER.....	14
1.2	Municipal Overview	17
1.2.1	Municipal Council.....	17
1.2.2	VISION, MISSION AND OBJECTIVES.....	18
1.2.3	POWERS, FUNCTIONS AND DUTIES.....	19
1.2.4	WHO ARE WE?	20
1.2.5	KEY CHALLENGES.....	27
1.2.6	SUCCESSSES.....	29
2	CHAPTER 2: GOVERNANCE.....	30
2.1	GOVERNANCE STRUCTURES.....	31
2.1.1	Political Governance	31
2.2	ADMINISTRATIVE STRUCTURES	35
2.3	Staff Component	1
2.4	Intergovernmental Relations	2
2.5	Corporate Governance.....	3
2.5.1	Risk Management	3
2.5.2	Anti-fraud & Corruption Strategy	4
A.	Actions Constituting Fraud And Corruption.....	4

B.	Statement of attitude to fraud	5
2.5.3	Supply Chain Management	6
2.5.4	Public Satisfaction with Municipal Services	9
2.5.5	Municipal Oversight Committees	10
3	CHAPTER 3: SERVICE DELIVERY PERFORMANCE	16
3.1	Successes.....	16
3.2	Challenges	20
3.2.1	COLLECTION LEVELS FOR REVENUE DUE	20
3.2.2	CAPITAL PROJECTS UNDERTAKEN.....	20
3.2.2	OTHER DEPARTMENTS RESPONSIBILITIES / ROLES:.....	39
4	CHAPTER 4: PERFORMANCE MANAGEMENT.....	48
4.1	Introduction	48
4.2	The legislative framework.....	49
4.2.1	Municipal systems Act	49
4.2.2	The Municipal Planning and Performance Management Regulations, 2001	50
4.2.3	The Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006:.....	51
4.2.4	<i>The batho pele principles</i>	52
4.2.5	The white paper on local government.....	52
4.3	The process of managing performance in Emadlangeni.....	53
4.4	The municipal direction and performance targets	56
4.4.1	Municipal Key Performance Areas, objectives strategies and targets	56
4.5	Annual target achievement report	69

4.6	PERFORMANCE TARGETS SET FOR THE 15/16 FINANCIAL YEAR	85
5	CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE	109
	Staff Component	111
5.1	Senior Management:	115
5.2	Community Development Workers	116
5.3	Ward Committees	116
5.4	Employment Equity Development	118
5.5	Expenditure Management of Employee and Council	120
	3.5 DISCLOSURES CONCERNING COUNCILLORS, MUNICIPAL MANAGER AND SENIOR OFFICIALS FOR 1 JULY 2014 TO 30 JUNE 2015	121
5.6	Pension and medical aid funds statistics:	122
5.7	Skills Development	123
5.8	Minimum Competency	125
6	CHAPTER 5: FINANCIAL PERFORMANCE	126
7	CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS	127
7.1	Report of the auditor-general to the KwaZulu-Natal Provincial Legislature and the Council on Emadlangeni Municipality	127
7.2	Audit Report Action Plan	130

EMADLANGENI MUNICIPAL ANNUAL REPORT: 2014/15

LEGAL MANDATE FOR THE PREPARATION OF THE MUNICIPAL ANNUAL REPORTS:

Section 121 of the Local Government: Municipal Finance Management Act 56 of 2003 (MFMA) stipulates that:

Every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this chapter. The council of the municipality must within nine months after the end of a financial year compile an annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.

The purpose of an annual report is-

- a. To provide a record of activities of the municipality or municipal entity during the financial year to which the report relates
- b. To provide a report on the performance against the budget of the municipality or municipal entity for that financial year
- c. To promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity

The annual report of a municipality must include-

- a. The annual financial statements of the municipality, and in addition, if section 122 (2) applies, consolidated financial statements, as submitted to the Auditor General for audit in terms of section 126 (1)
- b. The Auditor General's report in terms of section 126 (3) on those financial statements
- c. The annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal Systems Act
- d. The Auditor General's audit report in terms of section 45 (b) of the Municipal Systems Act
- e. An assessment by the municipality's accounting officer of any arrears on municipal taxes and service charges

- f. An assessment by the municipality's accounting officer of the municipality's performance against measurable performance objectives referred to in section 17 (3) (b) for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant financial year
- g. Particulars of any corrective measures taken or to be taken in response to the issues raised in the audit reports referred to in paragraphs (b) and (d)
- h. Any explanation that maybe necessary to clarify issues in connection with the financial statements
- i. Any information as determined by the municipality
- j. Any recommendations of the municipality's audit committee
- k. Any other information as may be prescribed.

1 CHAPTER 1: ACTING MAYOR'S FOREWORD AND EXECUTIVE SUMMARY



1.1 FOREWORD FROM THE ACTING MAYOR

Municipalities receive millions of rand in revenue each year to finance the services they deliver to their communities. By law we are required to report on how we are performing in delivering these services. Performance reporting is critical in our current economic environment. South African municipalities must prepare an annual report for each financial year; this report presents the institution's achievements and challenges in accelerating and improving service delivery and development in their respective municipalities.

Despite a number of challenges, one of which involved the passing away of the Honourable Mayor, Cllr J G Zikhali on 20 June 2015. The passing away of Councillor Zikhali does not mean the municipality will not continue to strive to full full his vision of creating a better and more personal relationship between the community of Emadlangeni and the Municipality. His main objectives were to enrich the community's lives by alleviating poverty and job creation and to understand the different needs of the community.

However, despite this setback the Emadlangeni Municipality still managed to record progress in achieving our objectives. It is therefore with a sense of pride and responsibility that I introduce to you the 2014/15 Annual Report for the Emadlangeni Municipality.

Performance highlights over the year 2014/15 include the following:

Projects completed

- Rondavel Gravel Road,

- Kwamalambani Gravel Road,
- Enchuba bridge,
- Emgundeni Gravel Road.
- Wonderpot project.
- Installation of a super tube in the Balele Caravan Park
- Put Put course in Balele Caravan Park
- Establishment of new directorate of planning and economic development
- Giant Chess board in Balele Caravan Park

Focussing on the challenges that the Municipality was not able to achieve in 2014/15, the following will be addressed:

- a) Stabilizing administration by filling key strategic vacancies and tightening discipline and performance.
- b) Addressing fruitless and wasteful expenditure and other findings by the Auditor-General.
- c) Inviting Public Participation to address community issues.
- d) Initiating electrification programme for 338 households

I am confident that we are making progress in delivering on our objectives. As far as job creation is concerned, we have provided further relief to unemployed citizens by placing emphasis on the Expanded Public Works Programme (EPWP), with 0000 work opportunities created in the past financial year for those most in need of employment.

CONCLUSION:

It is our responsibility as politicians, to ensure that our Municipality does indeed perform to the best of its ability in addressing the backlogs of all services.

Looking back on the events of the past year, it is important to acknowledge the efforts of my fellow Councillors who served Emadlangeni Municipality with passion.

For the development our town and its people, I wish to thank the Municipal Manager, Mrs G Ntshangase and her team for their unwavering commitment to improving the lives of our Communities – sometimes through difficult and trying circumstances, and in some instances beyond the call of duty.

I would like to express my sincere gratitude to all councillors, municipal officials and the community for their support and hard work, which enabled us to achieve a record of service delivery during the 2014/15 year.

Cllr V C Ndlovu
Acting Mayor



**Mrs GPN Ntshangase:
Municipal Manager**

1.2 FOREWORD FROM THE MUNICIPAL MANAGER

Before I address my foreword as contribution towards the Annual Report, I would like to sincerely convey my condolences to the Zikhali family with their loss with the passing away of the Honourable Mayor, Cllr J G Zikhali who served a term as Mayor for 4 and a half years. His contribution to the wellbeing of Emadlangeni is duly noted and his presence and support will create a huge void in our daily proceedings.

As the Municipal Manager of Emadlangeni Municipality, I am honoured to present the Draft Annual Report in accordance with the Local Government Municipal Systems act 32 of 2000, the Local Government Municipal Finance Management Act 56 of 2003 as well as National Treasury Circular No. 11. The report addresses the performance of Emadlangeni Municipality for the year ended 30 June 2015 and the relevant statutory requirements.

The mammoth task of being at the helm of a Local Government Institution is to successfully balance good governance, efficient administration and sound financial management and public accountability and ensuring the involvement of our communities in all the processes of the Municipality.

In terms of the Constitution of the Republic of South Africa our developmental duties as local government is to structure and manage the administration, budgeting and planning processes and give priority to the basic needs of the community, and to promote the social and economic development and welfare of the community; as well as to participate in national and provincial development programmes.

In planning for the five year term of Councils Office and during our annual reviews, we ensured that all our plans per each Key Performance Area of local government are informed by our developmental role. Account will therefore be given on progress made by the municipality in fulfilling its objectives as reflected in the IDP, budget, SDBIP and overall performance.

Service delivery is the municipality's core function and to ensure that Emadlangeni Municipality delivers, we have since made a pledge of service, honour and delivery to our community. Our good service record give us much needed encouragement and drive when we do our strategic planning for the year ahead since we only strive to excel from what we managed to do the previous year.

As a rural Municipality we are not generating much revenue, this has negative impact in service delivery because the needs of the people are more than the revenue we get and the majority claim to be indigent relief. Other challenges are lack of housing, high rate of unemployment, poverty and crime which reflects negatively on service delivery. The municipality had to continue to position with its endeavours of providing the best possible service to its communities. The institution continued to strive towards succeeding in our mission as articulated in the following strategic objectives:

- Environmental & Spatial development
- Economic development
- Social development
- Basic services & infrastructure development
- Institutional development & Transformation
- Financial development
- Good governance

The aging infrastructure also poses a challenge among others and more efforts and immediate initiatives are needed for the improvement of such.

As a smaller Municipality, a challenge of high staff turn-over is inevitable, because scarce skills are better compensated in Municipalities with higher capacity and also in the Private Sector which offers more lucrative packages.

As Management, we strongly believe in training our staff members as well as our councillors in order to capacitate them to effectively deliver services to our communities.

Therefore we ensured that our Integrated Development Plan is truly inclusive of all stakeholders that contribute towards the development of the municipal area; hence the number of projects within our area is funded from sector departmental budgets.

Our planning and implementation processes involve an extensive engagement with the communities that we serve as well as the key stakeholders such as other government institutions and sector departments as well as private business to ensure holistic development, as with the minimal rates base and our grant dependency we could not advance significantly in meeting community needs while also minimizing the back-logs.

Emadlangeni Municipality has demonstrated that it practices good governance and prudent financial management in the year under review. Testimony to this fact is the maintenance of the unqualified with Audit opinion from the Auditor General. The mammoth task at hand now therefore is to progress to a Clean Audit Opinion by putting more emphasis on implementing the Auditor General's recommendations and strengthening our internal controls as we did in the previous financial year of 2014/15

We however, are doing our utmost best through proper planning to deliver the limited resources allocated to us by government.

The Annual Report allows us to take stock on how Emadlangeni Municipality responded to its mandate as a sphere of government who is charged with the responsibility of delivering services to our communities as well as ensure that as a government entity we work toward improving the lives of ours citizens.

Lastly, but not the least, I wish to thank my staff for their continuous support and dedication to perform under difficult circumstances to strive to create a better environment for themselves and the public.

We will continue to strive in our aim to improve the wellbeing and future of Emadlangeni.

With thanks

.....

MRS GPN NTSHANGASE

1.1 ASSESSMENT OF ANY ARREAS ON MUNICIPAL TAXES AND SERVICE CHARGES BY THE ACTING MUNICIPAL MANAGER

The high levels of unemployment in the municipality's jurisdiction have impacted negatively on our ability to collect outstanding debt. Consequently, an increased number of indigents characterize the municipality revenue base. As a result long outstanding debtors have been significantly been impaired.

Although the municipality is vast geographically, the size relative to population is very small. Therefore, this is reflected in the small equitable share allocation because the formula put significant weight on the population size. In light of the above the municipality is still exploring ways of funding indigents as the equitable share is not enough.

The aging municipal electricity infrastructure is also impacting negatively on revenue collection as electricity is lost in transmission, illegal connections and incomplete billings attributed to the old infrastructure.

The electricity supply in the Municipality is being supplied by the Municipality and Eskom in Ward 2 which is predominantly the urban area and there are areas where Eskom supply electricity in the rural areas.

Our municipal accounts consist of mainly electricity supply, rates, refuse removal and other revenue. Water supply and sanitation is the function of the District Municipality.

To illustrate our point in the slow collection rate our Municipality finds itself, see the billing sample of a month of June;

Table 1: Billing sample for June 2015

Collection Billing for June 2015	
Billing	R1 430 277.65
Collection	R1 161 800.94
Net-Effect	R268 476.71
Overall	81%
The global amount include the following; Property Rates Electricity Refuse Removal Rental Sundry Debtors	
Receivables/Debtors	R8 718 117.89
Electricity	R13 639 467.42
Refuse Removal	R3 172 389.10
Rental	R1 008 792.57
Sundry Debtors	R631 088.42
Total Debt	R27 169 864.40

In a bid to alleviate the debt situation, the municipality has embarked on job creation initiatives, particularly EPWP and CWP. These initiatives are expected to create job opportunities and the spin off effects will result in the lowering of outstanding debt as income sources are created for the impoverished

communities. The municipality has also tightened debt collection measures to improve debt recovery. This has been enforced through the reintroduction of electricity disconnection for residents owing for any municipal services. COGTA has also been approached to assist in recovery of government debt. Therefore, the Municipality expects these measures to improve debt collection going forward

In conclusion I would like to extend my gratitude to the committed and dedicated officials and councillors of Emadlangeni who strive every day to ensure that today is better than yesterday and tomorrow looks much better than today.

1.2 MUNICIPAL OVERVIEW

1.2.1 Municipal Council



Cllr V C Acting Mayor and Ward 3 Councillor



Cllr. V. Ndlovu: Chief Whip and Ward 3



Cllr B.M Phenyane: Ward 1



Cllr M.A. Gama: Ward 4



Cllr P Collins: PR Councillor



Cllr S Nkomonde: PR Councillor



Cllr T.V. Buthelezi: PR Councillor

1.2.2 VISION, MISSION AND OBJECTIVES

The vision of the municipality was reviewed in the 2014/15 IDP review and reads as follows:

“By 2030 Emadlangeni will be an attractive and exciting place to live.”

By 2030 Emadlangeni shall have an equally distributed, well planned and highly developed **basic infrastructure and service** within a **sustainable environment**.

Human development and **job opportunities** shall be accessible to all and our people shall be **safe, healthy and enjoying welfare**.

The mission statement is as follows:

We exist to be a centre of good governance that facilitates efficient provision of basic infrastructure, services and promote sustainable socio- economic development for all the people of Emadlangeni.

Objectives for the Municipality

Objective and strategies remain as in the previous review period.

Only the objectives in line with the powers and functions of the municipality to be implemented in 2014/15 financial year are included.

- **To provide effective and efficient Human Resources Management Services**
- **Access to basic services**
- **To promote the development of the local economy**
- **To promote community awareness and participation**
- **To ensure functional Internal Audit and Audit Committee**
- **To ensure compliance with all financial management requirements**
- **To ensure appropriate and effective use of land**

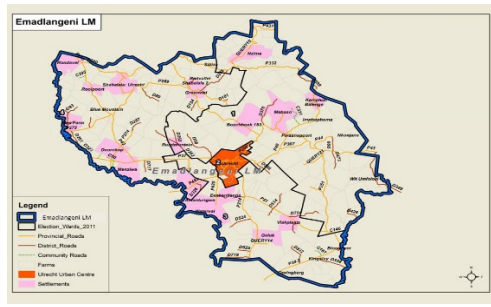
1.2.3 POWERS, FUNCTIONS AND DUTIES

In terms of section 84 of the Local Government: Municipal Structures Act No. 117 of 1998, the Emadlangeni Municipality has the following powers and functions:

- Integrated Development Planning
- Solid waste disposal
- Regulation of passenger transport services
- The establishment, conduct and control of fresh produce markets and abattoirs
- The establishment, conduct and control of cemeteries
- Promotion of local tourism for the area
- The imposition and collection of taxes, levies and duties as related to the above functions
- Municipal roads
- Municipal public works relating to any of the above functions

1.2.4 WHO ARE WE?

Figure: Emadlangeni Map



Emadlangeni Municipality (KZ253) is located in the Amajuba District Municipality in the North-western corner of KwaZulu-Natal. Its area in kilometre squared is the largest in the district and comprises 3539km². Newcastle (KZ252) and Dannhauser (KZ254) are respectively 1855km² and 1516km² in extent.

The Municipality (KZ 253) is surrounded by Newcastle East (52km), 68km west of Vryheid, South West from Dundee and North East from Volksrust/Wakkerstroom. It consists of a vast rural area when compared to other Municipalities in the District but has a low percentage of Economic Activity in the area.

Table 1 below is a table briefly summarizes the demographic profile for the Municipality as per the Statistics South Africa (Stats SA) 2011 census. Additional information in this regard will be highlighted under the Analysis Phase of the document

Table 2: Basic Facts

BASIC FACTS	FIGURES	
	2001	2011
Total Number of Population	32 277	34 442
Total Number of Households	6189	6252
Age Profile		
0 - 9	23%	24%
10 - 19	22%	22%
20 - 29	19%	17%
30 - 39	12%	12%
40 - 49	10%	8%
50+	14%	14%

Source: Stats SA 2011 Census

Table 3: Population by gender

Age Group	Male	Female	Grand Total
0 - 9	4262	4059	8321
10 - 19	4062	3682	7744
20 - 29	3160	2880	6040
30 - 39	2274	2077	4351
40 - 49	1375	1574	2949
50+	2354	2682	5036
Grand Total	17486	16956	34442

Source: Stats SA 2011 Census

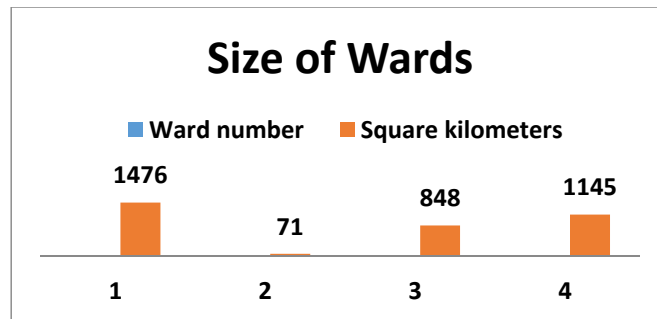
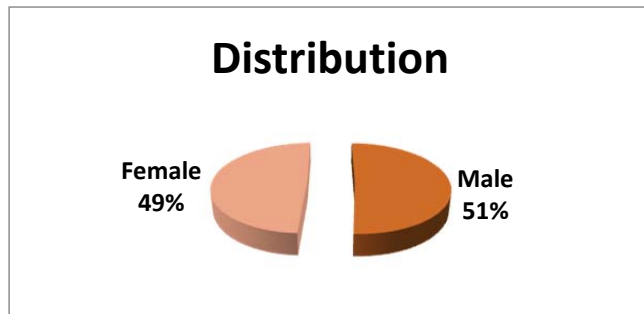
Table4: Population by racial group

Racial Group	Male	Female	Total
Black African	16240	15680	31920
Coloured	194	237	431
Indian or Asian	28	14	42
White	973	995	1968
Grand Total	17434	16925	34360

Source: Stats SA 2011 Census

Gender Distribution

Figure 2: Gender distribution



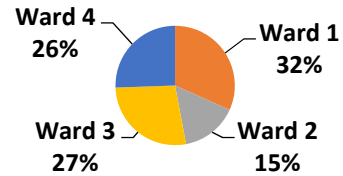
Source: Stats SA 2011 Census

Source: Stats SA 2011 Census

Ward 1 is the biggest and the most deprived ward in the municipality. Access to basic services is very limited. Ward 2 is smallest yet the economic hub of the municipality. Economic activities also need to be channelled towards the other three wards in order to expedite economic growth, SMME development and job creation.

Figure 4: Population Distribution by Ward

Population by Ward



Source: Stats SA 2011 Census

Ward 2 is the main rates base of the municipality. Farm owners also pay rates but rates are not collected in Tribal Authorities. The majority of the population in ward 2 is unemployed or earning very little, this means that the municipality can collect very limited revenue and therefore relies on grants to deliver services. There are plans on the pipeline to bring about new revenue streams.

Traditional Authorities

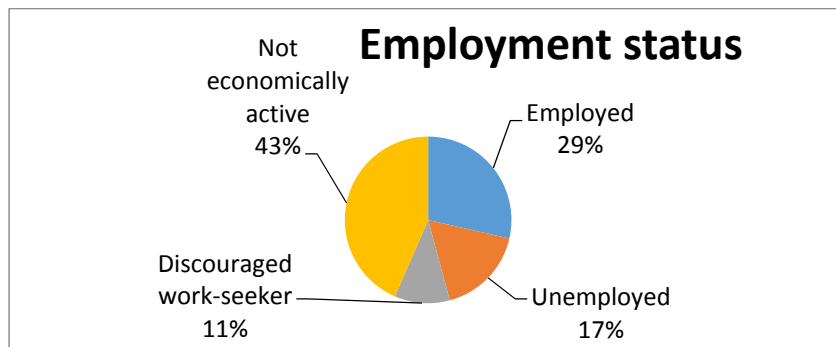
The municipality has five traditional authorities, namely:

Table 5: Traditional Authorities

Traditional Authority	Inkosi	Wards
Ndlamlenze TC	Nkosi Nzima	1
Amantungwa TC	Nkosi Khumalo	3 and 4
Thekwane TC	Nkosi Shabalala	4
Mgundeni TC	Nkosi Mabaso	1
Mbatha TC	Nkosi Mbatha	1 and 3

There is a fairly good working relationship between the municipality and Amakhosi. Amakhosi are involved in the development of their areas of jurisdiction. Going forward, the participation of Amakhosi in Council affairs has to be formalized. Section 81 of the Local Government: Municipal Structures Act will be used as a guide in formalizing the process.

Unemployment



Source: Stats SA 2011 Census

Employment has grown by 1.9% from 2001 to 2011. The growth is not significant enough to put a dent in the high rate of poverty experienced by the community. The municipality has embarked on the Community Work Programme and the Extended Public Works Programme to try and offset the high levels of unemployment and poverty. To date 650 of jobs have created using the two programmes.

Income

Table 5: Income

According to the Stats SA census, over 99% of the population earns less than R1600. This puts a strain on the municipal resources because almost the entire population falls within the indigent bracket. Although people have jobs, the lack skills prevent them from getting decent wages or salaries.

1.2.5 KEY CHALLENGES

Table 6: Key Challenges

Key performance area	challenges
Institutional Transformation	<ul style="list-style-type: none"> • Failure to attract suitable skills • Failure to implement the WSP • Outdated IT • Loss of skilled employees (institutional memory)
Infrastructure and Services	<ul style="list-style-type: none"> • Aged infrastructure • Poor infrastructure maintenance • Poor access to infrastructure and services
Social and Economic Development	<ul style="list-style-type: none"> • High levels of unemployment • High levels of poverty • Lack of SMME support • Lack of skills
Good Governance and Democracy	<ul style="list-style-type: none"> • Lack of a Community Participation Strategy • Vastness of most wards prevents Councilors from reaching all their constituency
Financial Viability	<ul style="list-style-type: none"> • Lack of revenue • Non-payment for services

Spatial and Environmental Management

- **Reliance on grants**
- **Lack of a Land Use System**
- **Lack of a registered land-fill site**

1.2.6 SUCCESSES

Although challenges have been sighted above, which are generally typical of smaller, rural municipality, there are successes which may be deemed minimal but a major leap in terms of municipal development, they can be summarized as follows:

- The Implementation of the Community Works Programme which created a number of jobs which include among others;
 - Wonder ports project which was launched in this financial year and was a great success.
 - A number of community gardens which feeds destitute families in our communities.
- The road rehabilitation projects to improve accessibility in previously inaccessible areas.
- The electrification of rural communities so that they will have energy in their homes and improve their quality of life.

2 CHAPTER 2: GOVERNANCE

In order to promote accountability to the local community for the decisions made throughout the year by the municipality as per Section 121 (2)(c) of the Municipal Finance management Act read in conjunction with the Section 18(1)(d) of the Municipal Systems Act, the Municipality has to ensure that the relevant governance structures exist and are functional. Both the political and administrative structures of Municipality need to be fully capacitated in terms of numbers and of skills. In drafting this Annual Report, the intention is not only to comply with relevant legislation but to promote accountability for the decisions that Council undertook in the financial year 2012/13. Critical to appropriate decision making are mandatory committees that each Council should establish to ensure that the nine characteristics of good governance are adhered to namely: Participation, Rule of Law, Transparency, Responsiveness, Consensus Oriented, Equity & Inclusiveness; Effectiveness and efficiency, Accountability as well as Sustainability. The focus of this Chapter is on Governance Structures, Intergovernmental Relations, Public Accountability & Participation as well as Corporate Governance.

2.1 GOVERNANCE STRUCTURES

2.1.1 Political Governance

As indicated above there are seven councillors that constitute Emadlangeni Local Municipal Council, namely:

1. Cllr VC Ndlovu (Acting Mayor)
3. Cllr MA Gama
4. Cllr BM Phengane
5. Cllr TV Buthelezi
6. Cllr S Nkomonde
7. Cllr P Collins

The Municipality is a plenary system with ward committees.

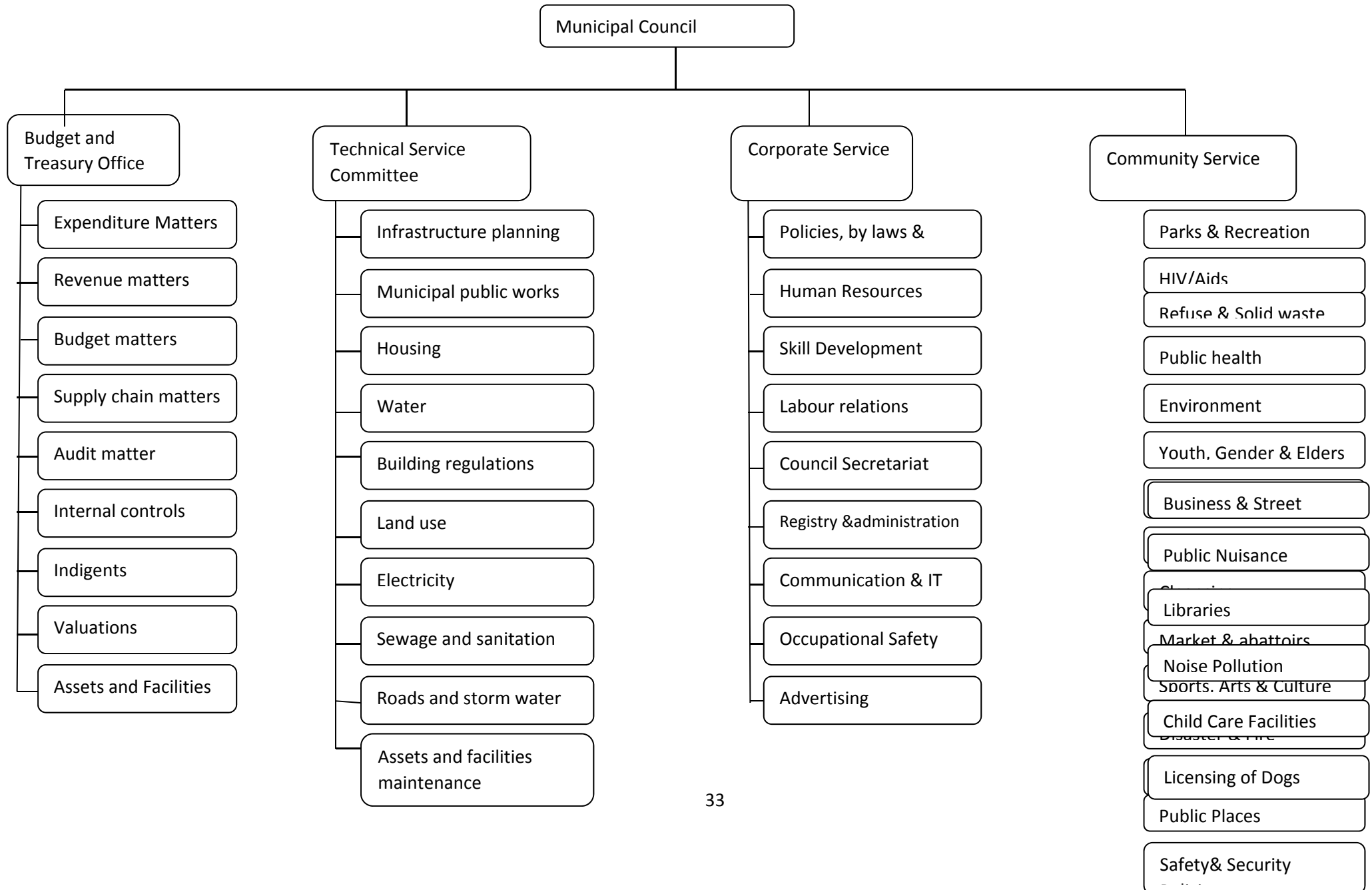
There are four portfolio committees appointed by Council. These committees are aligning to the functions of various departments of the Municipality;

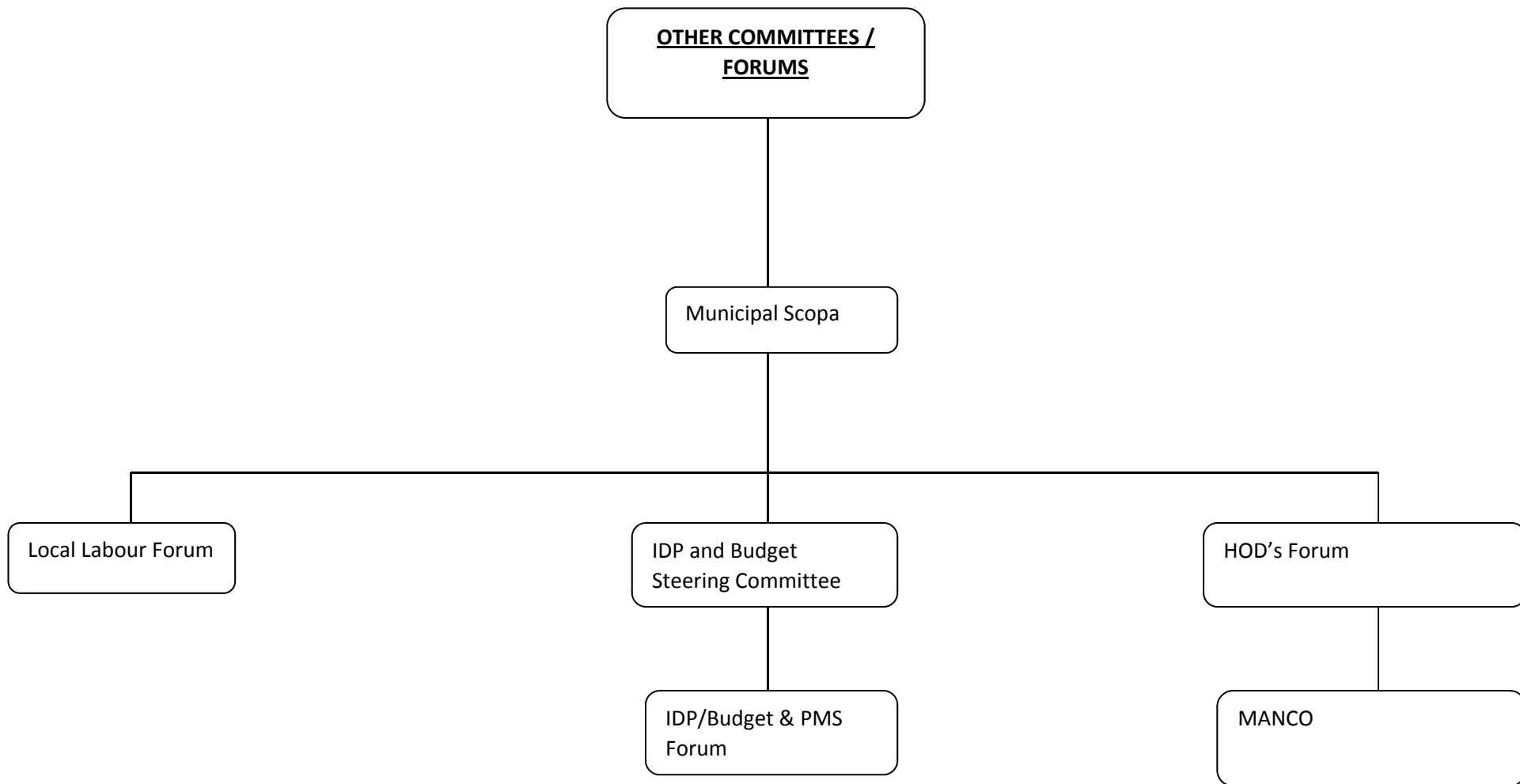
- Budget & Treasury Portfolio Committee : Chief Financial Officer
- Corporate Services Portfolio Committee : Director: Corporate Services
- Technical Portfolio Committee : Director: Technical Services
- Community Services Portfolio Committee : Director Community Services

There are other forums and committees that are operational in the Municipality and those committees and forums are the following;

- Local Labour Forum;
- Integrated Development Plan Representative Forum;
- Housing Forum/Committee;
- Oversight Committee (MPAC; and
- Budget Committee.

EMADLANGENI MUNICIPALITY SECTION 79 COMMITTEES

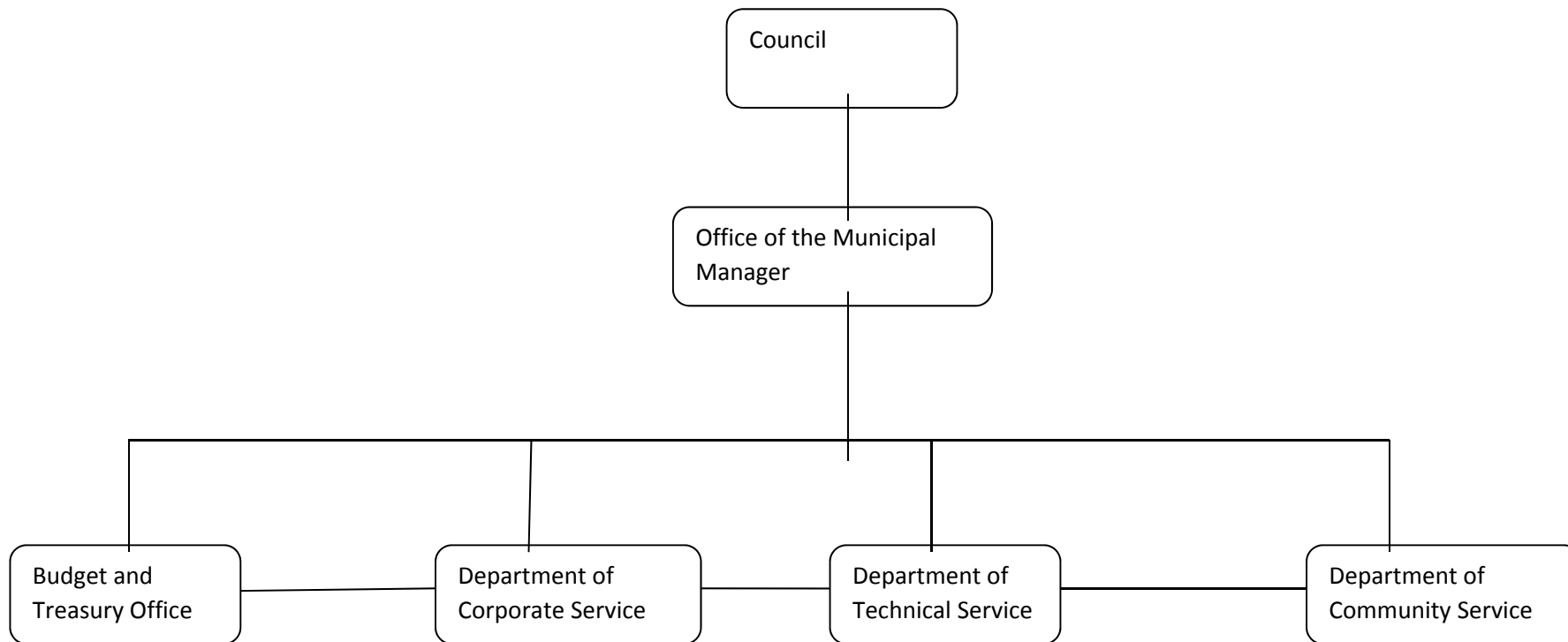




2.2 ADMINISTRATIVE STRUCTURES

The Organisational Structure was reviewed and adopted by Council at the beginning of the financial year. A revised selection, recruitment and appointment policy that seeks to address the imbalances in the employment profile of the Municipality has been adopted by Council. There are ninety nine employees in the Municipality. Council approved five departments in the Municipality the departments are as follows:

Emadlangeni Municipality revised organogram:



- Office of the Municipal Manager;
- Corporate Services;
- Technical Services;
- Budget and Treasury Office; and
- Community Services

The functions of these Departments are as follows:

Table 7: Departmental Functions

Department	Functions
Office of the Municipal Manager	Municipal Management Municipal Planning and Performance Management Municipal Finance Management.
Corporate Services	Administration: it is responsible for child care facilities; billboards and display of advertisements in public places; licensing of dogs; licensing and control of undertakings that sell liquor to the public; facilities of accommodation; municipal administration; security and cleaning services; libraries; human resource management; legal services; business licenses; information technology communication and council support services.
Budget and Treasury Office.	Income: it is responsible for Revenue Management; debt management and internal controls. Expenditure: it is responsible for expenditure management; procurement; materials; insurance; internal controls and properties management.
Technical Services	Electricity: it is responsible for electricity and gas reticulation and street lighting. Civil services: it is responsible for air pollution; municipal airports; municipal public works; storm water management; cemeteries;

	funeral parlours and crematoria; cleansing; fence and fences; burial of animals; local sports facilities; markets; municipal abattoirs; municipal parks and recreation; municipal roads
Community Services	<p>Community Services: it is responsible for building regulations, local tourism, planning and land use management; promotion of local economic development and facilitation of housing development; refuse removal; refuse dump site and solid waste management.</p> <p>Protection Services: it is responsible for firefighting services; noise pollution; public places; street trading; traffic and parking; disaster management; control of public nuisances; municipal public transport; public safety; motor licensing; roadworthy testing; and municipal policing.</p>

2.3 STAFF COMPONENT

The Municipality had a compliment of ninety nine staff members inclusive of five Section 57 staff members as well as staff in the Caravan Park and Game Park, five financial intern staff members included in this statistics, excluding 3 casual workers. During the year three staff members resigned.

Table 8: Staff component per department

Department	No of staff
Office of the Municipal Manager	9
Budget and Treasury Office	14
Corporate Services	9
Technical Services	18
Community Service(inclusive of Balele Game Park and Caravan Park)	50
Total	96

2.4 INTERGOVERNMENTAL RELATIONS

To ensure co-operative governance and to implement wall to wall development, this municipality participated in the following IGR Forum meetings that sat at District Level, wherein matters that were cross-boundary were discussed and relevant sector departments invited to give inputs on other technical matters:

- The Mayors Forum
- The Municipal Manager's Forum
- The Planning Forum
- The Infra-structure Development Forum
- The LED Forum
- The Co-operate Services Forum
- Financial Management Forum

The Municipality also participates in other structures as the Forum of Municipalities and Members of the Executive Councils, the Speaker's Forum in Legislature and the Premier's Monitoring & Evaluation Committee. Participation in these committees ensures that planning if undertaken in line with National, Provincial & District Priorities and key strategic documents.

2.5 CORPORATE GOVERNANCE

2.5.1 Risk Management

In the year 2014/15 the top 10 risks as per the risk register is:

1. Inadequate management of assets.
2. Failure to recover outstanding debts.
3. Lack of Municipal by-laws.
4. Failure to attract and retain scarce critical skills.
5. Health and safety incidents may harm employees.
6. Inability to respond in the event of disaster/emergency.
7. Ineffective management of the Game Reserve.
8. Inadequate waste management.
9. Ineffective land use management system.
10. Inability to maintain/renew Municipal infrastructure (i.e. storm water drainage, electricity system and roads).

In mitigating these risks, the following actions were undertaken:

1. Cogta was requested to support the review of the Municipal By-laws, and have been gazetted.
2. The LED & Tourism Plan will be reviewed, active participation in the Amajuba LED Forum in order to take advantage of District opportunities and rehabilitation of infra-structure would need to be undertaken;
3. Policies have been reviewed and adopted by the council.
4. A disaster management truck has been purchased to respond in the events of fire.
5. Game Reserve manager was appointed and has been fenced to safeguard the game.
6. A buy-back centre funding has been secured from the Department of environment to get the project off the ground;
7. Filing cabinets for records management have been purchased to ensure that all the records are secured.
8. Planning Department has been established and the Director responsible was also appointed to ensure that the land use management is addressed.
9. Support from the Amajuba district was sought, as they have in-house experts on health and safety,
10. Policies were reviewed in order to suit changing environments.

11. Director Technical Services was appointed however resigned.

2.5.2 Anti-fraud & Corruption Strategy

This Anti-Corruption Strategy and Fraud Prevention Plan have been developed as a result of the expressed commitment of Government to fight corruption. It complements the National Anti-Corruption Strategy of the country and supplements both the Public Service Anti-Corruption Strategy and the Local Government Anti-Corruption Strategy.

The policy is also established to give effect to the various legislative instruments relating to fraud and corruption.

In addition, the Policy provides guidelines as to how to respond should instances of fraud and corruption be identified.

A. ACTIONS CONSTITUTING FRAUD AND CORRUPTION

Fraud and corruption manifests itself in a number of ways and varying degrees of intensity.

These include, but are not limited to:

- unauthorised private use of municipal assets, including vehicles;
- falsifying travel and subsistence claims;
- conspiring unfairly with others to obtain a tender;
- disclosing proprietary information relating to a tender to outside parties;
- accepting inappropriate gifts from suppliers;
- employing family members or close friends;
- operating a private business in working hours;
- stealing equipment or supplies from work;
- accepting bribes or favours to process requests;
- accepting bribes or favours for turning a blind eye to a service provider who does not provide an appropriate service;
- submitting or processing false invoices from contractors or other service providers;

- misappropriating fees received from customers, and avoiding detection by not issuing receipts to those customers;
- misappropriation of Municipal funds;
- falsifying accounting records or documents
- falsifying consumer debtors accounts or amending such accounts without authority;
- Theft.

B. STATEMENT OF ATTITUDE TO FRAUD

Fraud represents a significant potential risk to the Municipality's assets and reputation.

The Municipality is committed to protecting its funds and other assets

It is the policy of the Municipality that fraud, corruption, maladministration or any other dishonest activities of a similar nature will not be tolerated. Such activities will be investigated, where required, and actions instituted against those found responsible. Such actions may include the laying of criminal charges, civil and administrative actions and the institution of recoveries where applicable.

This Policy includes prevention, detection, response and investigative strategies.

C. Cases

Only two disciplinary cases that were initiated in September 2015 involving a scam which resulted in the municipality's losing money and were resolved in January 2015 and a criminal case were opened and the investigation is still underway.

2.5.3 Supply Chain Management

Council adopted a Supply Chain Management Policy which covers all procurement processes and the various committees that have to be established to ensure transparency in supply chain. The following bid committees were established in 2014/15 with members as follows:

- A. Bid Specification Committee
- B. Bid Evaluation Committee
- C. Bid Adjudication Committee

Specification Committee

NAME	NAME OF THE COMMITTEE	MEMBERSHIP
K E Gwala	Specification committee	Chairperson
B Mpungose	Specification committee	Member
L Maphanga	Specification committee	Member
P Mngina	Specification committee	Scriber

Evaluation Committee

NAME	NAME OF THE COMMITTEE	MEMBERSHIP
SB Sikhakhane	Evaluation Committee	Chairperson
N Nene	Evaluation Committee	Vice Chairperson
S Simelane	Evaluation Committee	Member
M Msomi	Evaluation Committee	Member
Z Radebe	Evaluation Committee	Member
R Stannard	Evaluation Committee	Member

Adjudication Committee

NAME	NAME OF THE COMMITTEE	MEMBERSHIP
W Mtusva	Adjudication Committee	Chairperson
N Ngwenya	Adjudication Committee	Member
TO Mthethwa	Adjudication Committee	Member
S Jordaan	Adjudication Committee	Scriber
T Madondo	Adjudication Committee	Member

In the period under review, the Municipality has appointed the following consultants and service providers:

Table 9: Service providers appointed for the 2014/2015 financial year

No.	Consultant/Service Provider	Type of Project	Contract Value
1	Mpandla Trading	Construction of Malambana road	R 2 900 295.09
2	Njengamanje JV Phambili	Construction of Rondavel road	R 1 979 106.69
3	Biggersberg Thatchers	Repairs to town entrance	R 213 626.88
4	TPL Mkhize Civils	Bensdrop Sport field	R 3 982 656.00
5	Mortimar Toyota NN	4 door sedan	R 196 488.33
6	Sanele Makhathini	Supply and Deliver Service of Delivery Material	R 466 965.28
7	ION Consulting	Supply and Deliver of 12 Desktop computers	R 92 052.73
8	Njengamanje JV Phambili	Rehabilitation of KwaMakhomba gravel Road	R 1 764 265.14
9	Sele & Musa Trading	Rehabilitation of Mlwane gravel Road	R 1 599 558.51
10	Njengamanje JV Phambili	Construction of Reitz, Minaar & Smith street	R 2 101 360.40
11	Data Tegra (Pty) Ltd	Supply and Deliver of Server	R 87 012.61
12	Itna Trusted Value	Supply and Deliver of Unified Threat Management	R 158 249.10
13	PWC house	Annual physical verification of Moveable, Biological and Infrastructure assets	R 450 756.00
14	Springs Car WholeSalers (Pty) Ltd	Supply and Deliver 4*4 Single/Double Cab Van	R 308 841.09
15	Sizwe paints	Road Marking paints	R 183 530.42
16	Yintando Trading and Project	Services of an event organiser	R 121 600.00
17	Stucky Motors newcastle	FIRE TRUCK	R 1 916 238.00
18	Imbokodo Skills	Professional fees	R 239 880.00

2.5.4 Public Satisfaction with Municipal Services

Although no customer satisfaction survey was undertaken to determine the level of satisfaction with Municipal Services, there is a suggestion box that was provided at the rates to enable the community to comment on issues of service and service delivery. Also during the public participation meetings a record is taken on matters that require urgent attention. Key matters that were raised included:

- Rehabilitation of Road Infra-structure and storm water drainage system;
- Repairs and maintenance of Municipal Housing (formerly belonging to an old mine) in Khayaletu;
- New access roads;
- Support of emerging farmers;
- Adequate Billing.

All the raised matters then became the basis of the Performance Score-card for the following financial year within the respective Key Performance Areas.

2.5.5 Municipal Oversight Committees

A. The Audit Committee

Emadlangeni Local Municipality has an Audit Committee as prescribed Section (166) of the Municipal Finance Management Act 56 of 2003. The Audit Committee serves the purpose of being an independent advisory body to the Council, the Political Office Bearers and the Accounting Officer thereby assisting Council in its oversight role.

Audit Committee Report for the period ended 31 March 2015

Background

Emadlangeni audit committee (the committee) has adopted a formal mandate and terms of reference that has been approved by Council. The committee has conducted its affairs in compliance with this mandate and terms of reference and has discharged its responsibilities contained therein.

Membership of the Audit Committee

There are four (4) members of the Audit Committee, namely:-

- Mrs T.C. Ndlela (Chairperson)
- Mr A. Jordan
- Mr I. Simjee
- Mr S. Majola

Attendance of the Audit Committee Meetings.

The Audit Committee consist of independent members who by virtue of the requirement of the Section 166 of the Municipal Finance Management Act 56 of 2003 and in terms of its approved Terms of Reference, is required to meet at least four times a year.

Name of Member	Number of Meetings Scheduled	Number of Meetings Attended
Mrs T.C. Ndlela	06	06
Mr A. Jordan	06	05
Mr I. Simjee	06	0
Mr S. Majola	06	06

Functions Carried Out

Interim Financial Statements

The committee did not review the interim financial statement due to the fact that a the municipality did not prepare such, however the half yearly performance report in terms of section 72 has been discussed and there were no major issues identified by the committee when the report was presented.

Performance Management

The Municipality's Performance Management system does not have a dedicated personnel to ensure the smooth running of the process. However the Municipality is using the services of a consultant, the committee have not met with the consultant since its last meeting and issues of concerns that were raised with him at a formal meeting are not yet presented to the Audit Committee.

In the absence of reports from the consultants, the Audit Committee relied on the work of the internal audit.

Financial Management and Internal Control

The Audit Committee reviewed the financial quarterly reports and noted that there is a balance of approximately R7 million of unspent conditional grant as of 31 May 2015. The report presented to the audit committee indicated an action plan to ensure that these funds are utilised accordingly. The audit committee will monitor the spending of this grants with a view to advice Council accordingly.

Risk and Compliance Management

The risk management is management responsibility and the internal audit advice and consult where necessary. The Municipality is progressing well insuring that the risk management process is not neglected with the assistance of Internal Audit and the Provincial Internal Audit Unit. However the Audit Committee has requested management to engage the Provincial Internal Audit Unit to atleast ensure that the register is updated on a quarterly basis.

The audit committee recommend that

- Each manager be responsible for his/her departmental risk register to ensure that actions there were agreed upon are implemented.
- Each manager be responsible for his/her departmental compliance register.
- That each manager report to Council on a quarterly basis on progress thereof.

Internal Audit Activity (IAA)

The internal audit is continuing to implement its annual plan under very limited resources. The following audit have been completed by the internal audit

- Supply Chain Management
- Billing Management
- Assets Management

Observations and recommendations were discussed and agreed with management. The audit committee recommends that management ensures that the internal audit recommendations are implemented and more reviews be conducted due to the fact that internal audit conducts their review on a sample basis.

The Audit Committee recommended that:

Internal Audit be capacitated in terms of personnel and training.

Fraud and Corruption

There were not issues reported to the Audit Committee relating to fraud and corruption for the period under review.

Audit Preparation (Auditor General)

The Audit Committee recommends that the Municipal Manager with the help of the Chief Financial Officer and Internal Audit revisit the plan that saw the Municipality receiving clean audit in the prior years and where assistance is required the provincial treasury be consulted in this regard.

Audit Committee Recommendations

- Capacitating of Finance personnel through training and development.
- Service provider performance be a standing items on all MANCO meeting.
- Service provider performance be reported at each portfolio to ensure early detection of non-performance.
- Internal Control review be conducted with a view of enhancing the day to day operation of the Financial Services Department.
- An application to roll over unspent conditional grants be sent to National Treasury and Provincial Treasury where necessary.
- The Municipal Manager in consultation with the Chief Financial Officer identify gaps in preparation of the upcoming audit and source assistance where necessary.
- The Municipal Manager heads hunts to person to fill the Performance Management position.

Mrs. T. C. Ndlela

Chairperson

B. Municipal Public Accounts Committee (MPAC)

Functions and terms of reference of the committee

The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This will include oversight over municipal entities. In order for the MPAC to fulfil this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive.

Members of MPAC are:

Cllr S. Nkomonde (Chairperson) - NFP

Cllr P. Collins - DA

Cllr B.M. Phenyane - ANC

Cllr T.V. Buthelezi – IFP

All political parties within Council are represented in the MPAC. 3 meetings were held and an overall oversight report is attached to this report as an annexure.

3 CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 SUCCESSES

Wonder Pot Project

Emadlangeni Local Municipality working together with Amajuba District Municipality, Office of the Premier and the Department of Economic Development and Tourism initiated the project. 70 women were identified and trained for this project, these women were being trained to sew wonder pot using polystyrene granules, cloths and other materials. The wonder pot was for the purpose of energy saving and can be use by anyone in the community. Emadlangeni municipality is planning to spread this project to all the wards.



FOOD GARDENS

The Emadlangeni municipality has 42 food gardens which are scattered in all the different wards. The gardens are located in schools, clinics and homesteads. The main purpose of the gardens is to serve impoverished community of emadlangeni. The gardens located at schools generally provide for the school children, the one at homesteads and clinics provide for the general public, this goes a long way in alleviating poverty in the rural areas. The Community Works Programme (CWP) funded by COGTA has 1190 participants working on these gardens.

The challenges faced by some of the food gardens are that some are not fenced hence livestock such as cows and goats eat and damaged the gardens. The drought has also had a severe impact on the crop production.



3.2 CHALLENGES

There were alleged discrepancies on two of the projects that the municipality intended on implementing for year under review. The projects were halted as a result thereof. An investigation was commissioned after which the projects in question are going to be completed.

3.2.1 COLLECTION LEVELS FOR REVENUE DUE

The average collection rate of consumer debts in 2014/2015 financial year was 88%. The poor collection rate was as a result of low income levels within the municipal area of jurisdiction. A majority of the population fall within the indigent threshold.

3.2.2 CAPITAL PROJECTS UNDERTAKEN

. Overall description of the programme:

- Programme history :

3.2.1.1 KEY PRINCIPLES:

The Municipal Infrastructure Grant complements the equitable share grant for local government, however, it is provided conditionally to municipalities.

- a) **Focus on infrastructure required for a basic level of service;**
- b) **Targeting the poor;**
- c) **Maximising economic benefits:** ie be managed to ensure that the local economic spin-offs through providing infrastructure are maximised. This includes employment creation and the development of enterprises.

- d) **Predictability and transparency:** Funds should be provided to individual municipalities on a three-year basis, consistent with medium term budgeting practice, with minimal in-year changes and with year to year changes based only on clearly defined conditions

3.2.1.2 MIG PROGRAMME OBJECTIVE:

In the context of the principles outlined above, the key objectives of the Municipal Infrastructure Grant are to:

- a) fully subsidise the capital costs of providing basic services to poor households: this implies that priority must be given to meeting the basic infrastructure needs of poor households, through the provision of appropriate bulk, connector and internal infrastructure in key services;
- b) distribute funding for municipal infrastructure in an equitable, transparent and efficient manner, which supports a co-ordinated approach to local development and maximises developmental outcomes;
- c) assist in enhancing the development assist in enhancing the developmental capacity of municipalities, through supporting multi-year planning and budgeting systems; and provide a mechanism for the co-ordinated pursuit of national policy priorities with regard to basic municipal infrastructure programmes, while avoiding the duplication and inefficiency associated with sectorally fragmented grants.

3.2.1.3 PROJECT/PROGRAMME CONCEPT, DESIGN AND PLAN:

- The programme implementation are based on the concept that MIG will not fund specific projects, but is designed to complement the capital budgets of municipalities (similar to the provincial infrastructure grant). Reporting on spending will therefore be on the entire capital budget of municipalities, which also has to ensure that there are sufficient operational budgets in the future to fund such capital expenditure. Individual national line departments will continue to lead the monitoring and support of implementation in their specific functions and priorities.
- The Mig programme provides the framework, the resources and the means to realize on of our most pressing goals – the eradication of Poverty. Only households with an expenditure of below R 1 100 per month qualify for MIG support
- Backlogs in services has been identified through communication with all Stakeholder links within Organizational structure

This initiative for the project / backlog eradication identified are then approved on a priority scale by the Municipality and listed in the 'Integrated Development Plan (IDP) 'document

The involvement of the council and councilors (Ward committees) in the project are by means of a Project steering committee which is set up in terms of Council Resolution

3.2.1.4 Institutional processes for implementation of the projects are:

Ward Committee meetings.

Tribal Committee meeting

Steering Committee meetings.

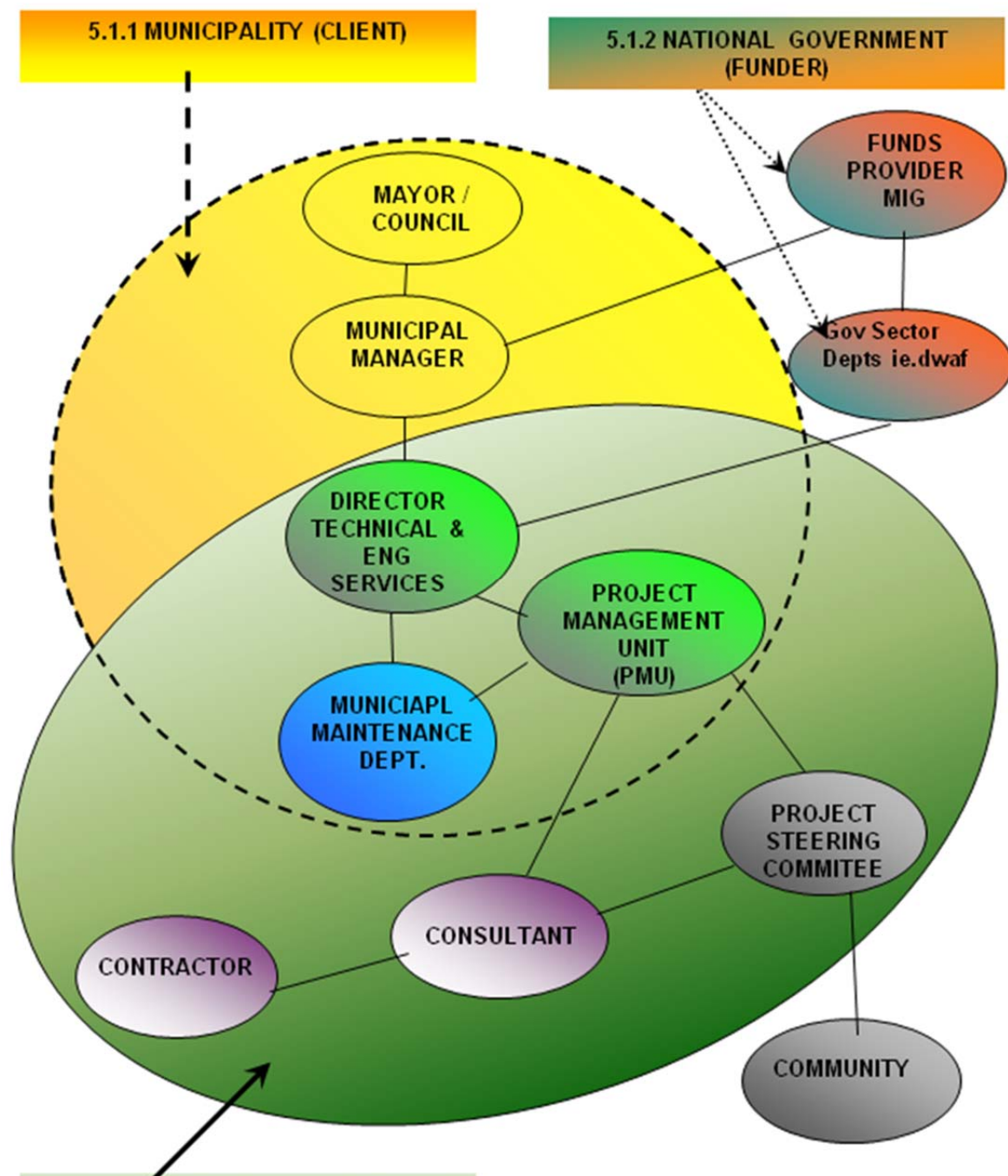
Technical meetings.

Technical coordination between MIG

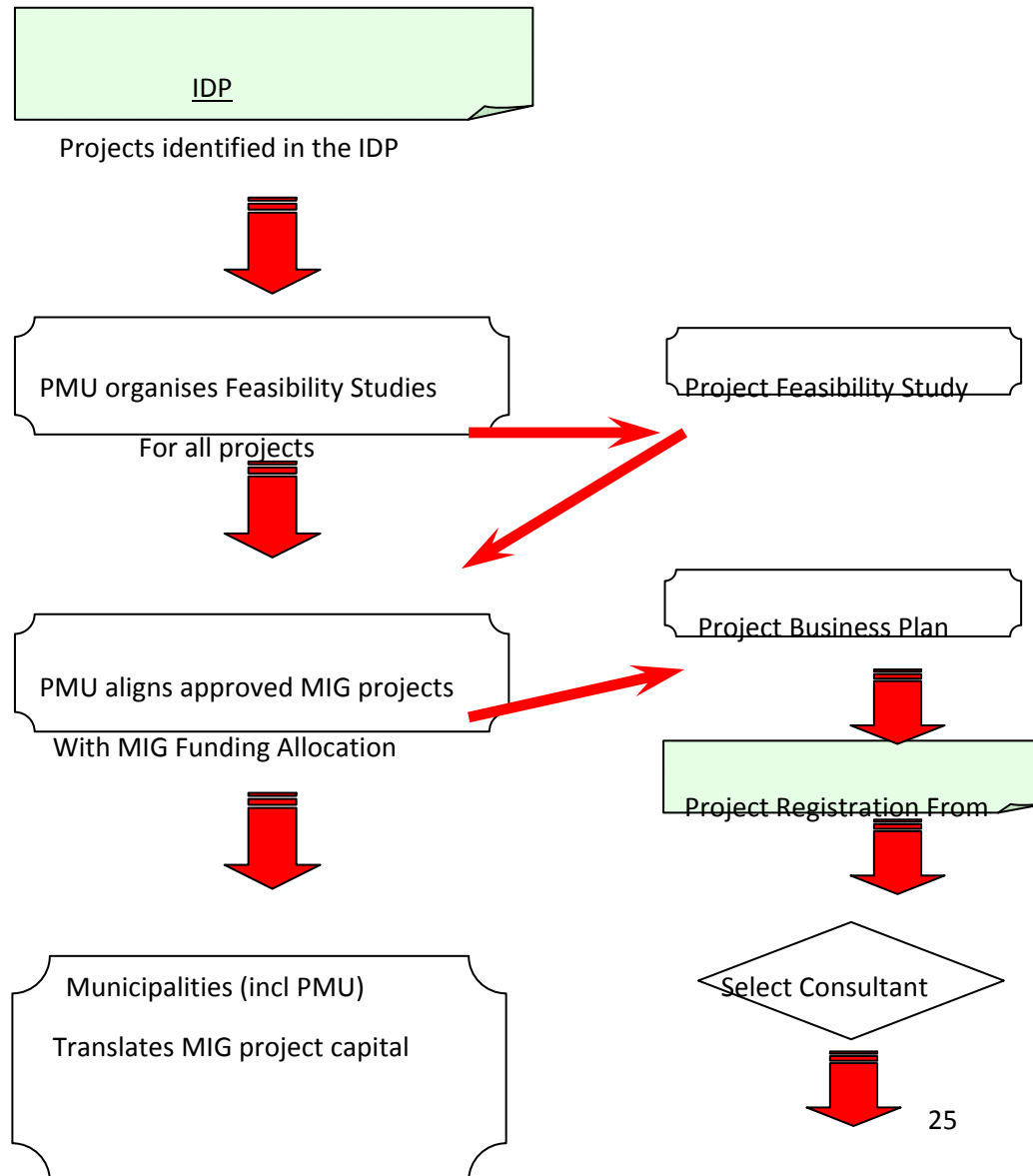
Other relevant Department ie Roads etc... will also be invited to the technical and site meetings.

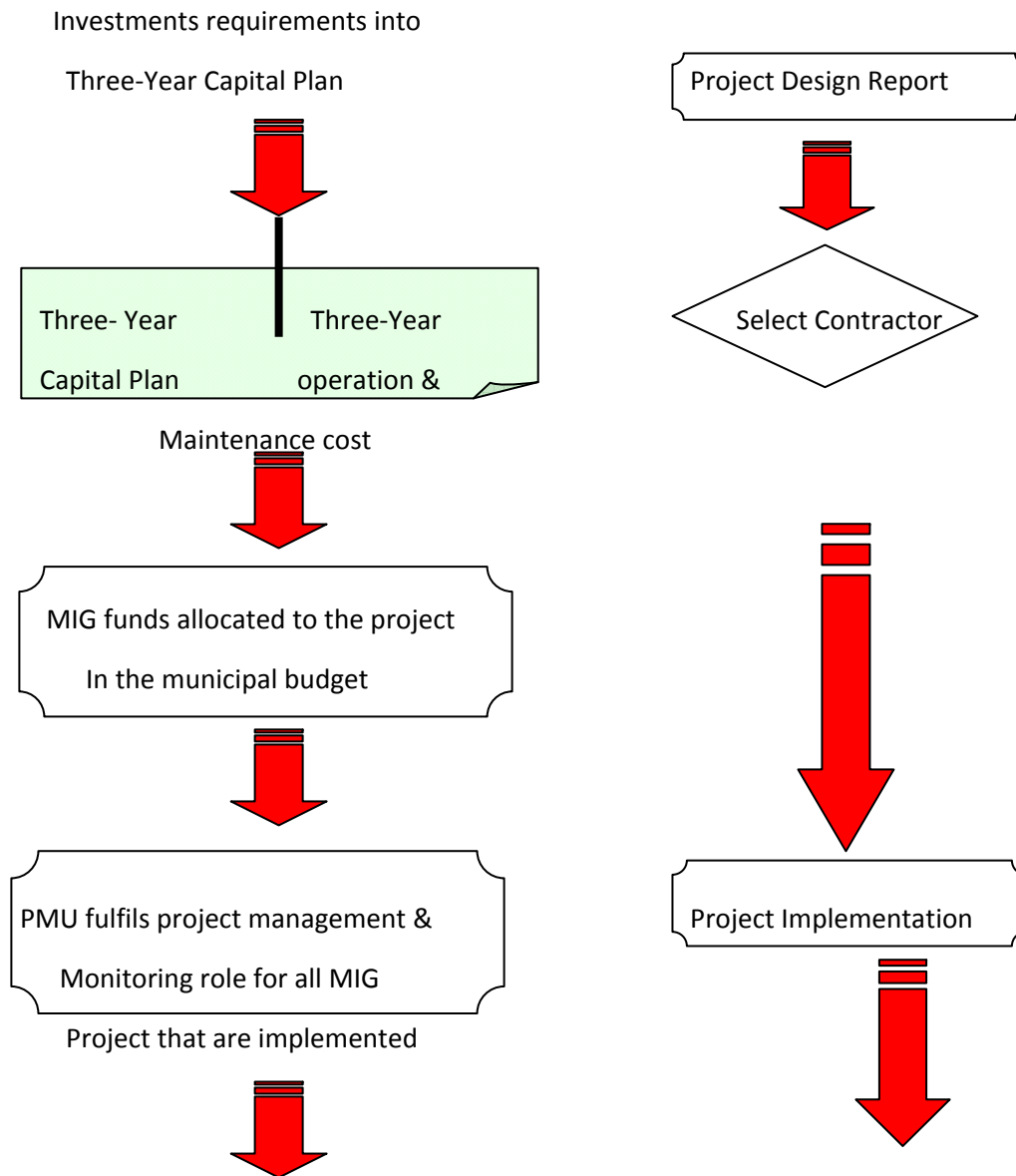
The Municipality Mayoral / Council Committees approves the projects, will be handled by the Technical and Engineering Department (PMU), from the Initiation to Completion and handing over off the structures to the community

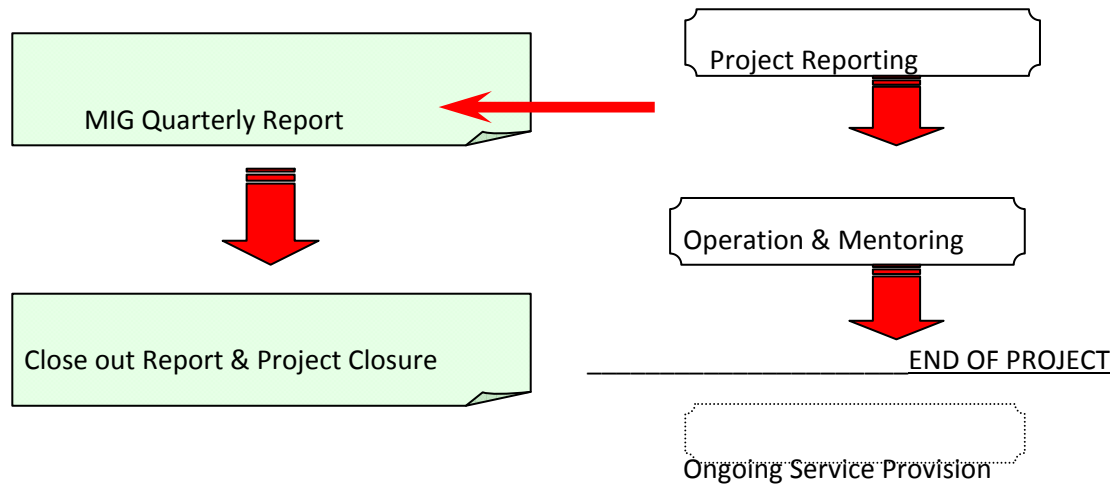
Organisational Structure +Stakeholder=Project



3.2.1.5 MIG PROGRAMME PROCESS & PROJECT LINK DIAGRAMME







3.2.1.6 START DATE – DURATION OF THE PROGRAMME

The Mig Programme was started in April 2008, and will be implemented, as per population growth ie. Infra-structure needed and funding available.

3.2.1.7 AMOUNT ALLOCATED FOR PAST YEARS :

Financial year	2008/09	2009/10	2010/11
Total MIG Allocation	3,775,978.66	6,297,404.45	7,170,319.54
Roll over funds received	0.00	0.00 *	0.00
Total Certified Expenditure	3,775,978.66	6,297,404.45	5,370,319.54
Total Variance	0.00	0.00	1,800,000.00

Financial year	2014-2015	2012/13	2013 / 14	2014/2015
Total MIG Allocation	8,624,000.00 (10,424,000.00) *	10,461,000.00	9,932,000.00	9,050,000.00
Roll over funds received	R 1,800,000.00 *	0.00	0.00	0.00
Total Certified Expenditure	3,243,966.44	6,548,857.62	9,932,000.00	9,050,000.00
Total Variance	6,087,039.43	3,912,142.38	0.00	0.00

Comments:

- a) 2010/2011 : Unspent amount of: R 1,800,000.00 was *rolled over into 2010/11*
- b) 2011/2012 : Unspent amount of : R 6,087,39.43 and a request was submitted to National Treasury for application as 'rolled over' into 2012/13 and **NOT APPROVED!**

- NOTE: National Treasury has concluded that an amount of R 6,287,039.43 remained unspent and had reverted it back to the National Revenue Fund (NRF). The unspent amount was in respect of the Municipal Infrastructure Grant was deducted from the Equitable Share in November 2012.
- c) 2012/2013 : Unspent amount of : R 3,912,142.38
 - NOTE: National Treasury has concluded that an amount of R 3,912,142.38 remained unspent and had reverted it back to the National Revenue Fund (NRF). The unspent amount was in respect of the Municipal Infrastructure Grant, was deducted from the Equitable Share in November 2013.
- d) 2013/2014 : The municipality achieved 100% certified Expenditure.
- e) 2014/2015 : The municipality achieved 100% certified Expenditure.

3.2.1.8 EXPENDITURE SUMMARY FOR 2014 / 2015:

- a) The Total Expenditure of R 9,050,000.00 has been Certified by submitting Actual Proof of Payments on a monthly target dates to Cogta, Mig offices. (*Annexure A – Cert of Expenditure*)

3.2.1.9 KEY CHALLENGES SINCE ONSET OF PROGRAMME AND CURRENT CHALLENGES:

- The municipality was and still is experiencing challenges regarding infrastructure mainly due to the lack of funding for this purpose as well as the rural nature of the Municipality.
- The current funding that is utilized mainly for the infrastructure development is obtained from the Municipal Infrastructure Grant, which is allocated by the Department of Corporative Governance and Traditional Affairs.
- The infrastructure is predominantly for roads, community structures ...however, there are noticeable backlogs that still need to be quantified for the Municipality to address these backlogs effectively.
- The delivery of basic service infrastructure remains the top priority of the Emadlangeni Municipality
 - There is a huge disparity in provision of services and there is a major service backlog within the area of Emadlangeni Municipality.
 - There is also a lack of maintenance of existing infrastructure, thus some roads are being taken over by Department of Roads as to assist the municipality.
 - This is evident in the poor condition of roads due to poor standard of storm water management and lack of maintenance.

- Transport routes concentrated along major arterial routes
- In 2011/2012 running over to 2012/2013 Challenges had an impact on the service delivery of the scheduled backlog and thus the actual planned backlog eradication is overlapping:
 - Council stopping of MIG Programme and implementing a FORENSIC Audit
 - Resignation of Municipal Manager
 - Resignation of newly appointed Technical Director
- Key challenges experienced 2013 / 2014 of implementing projects / programme:
 - The poor performance of certain appointed contractors on project, resulted in slow start of expenditure, the slow performance resulted in an 'Action/ recovery plan' being implemented,
 - Bottlenecks on the SCM such as objection and re-prioritization of projects has been fast-tracked
 - Non-performance contractors where in line with GCC either terminated or negotiation such as Cession approved.
 - Expiring of the Consulting Engineers contract (Lekwa) also put strain on late project implementation ,
 - BUT with intervention of Municipal manager (Mrs G Nshangase) and support of council approval from National Treasury lead to a Section 32 Appointment of a new Consultant (TL Engineering)
 - Delay in EIA approvals as well as conflict of project identification and construction of projects by other Sectors such as Department of Roads, where they have allocated funds for projects at same location as internally identified and planned.
 - Appointment of a contracted 'Technical Director' (Mr Gwala) 12 months, also assisted with fast tracking projects
- Certain key challenges was experienced in this year (2014 / 2015) of implementing projects / programme:
 - Bottlenecks on the SCM such as objection and re-prioritization of projects has been fast-tracked
 - Procurement procedures / Adjudication (SCM),this can be a timeously procedure depending on type of project and Tender amounts received as well as Committee member commitments and OBJECTIONS
 - although late in implementation the process was now on track to start with implementation
 - Non-performance contractors were in line with GCC was given notices for either termination or negotiation such as Cession approved.
 - Finance department involvement in payment procedures and producing required documents ie proof of payments
 - Part of the fast tracking of 'the Action plan', the council has received approval from National Treasury to not only extend the Engineer (TL Engineering) services for further 2 years as well as utilize their services as 'TURNKEY'
 - Delay in EIA approvals as well as conflict of project identification and construction of projects by other Sectors such as Department of Roads, where they have allocated funds for projects at same location as internally identified and planned.

-Department of Roads, took over 2 x projects that was scheduled to be implemented, thus although no immediate delay as it was in planning stage

2009MIGFK253180797	BERROUW : ROADS REHABILITATION (GRAVEL)
2009MIGFK253185571	KWA-THUTHUKA GRAVEL ROAD - REHABILITATION

- Good Backfill & Road material as result of Borrow pits on private properties and far, also delayed implementation of road
- As all projects carries a Risk factor i.e. weather, politics etc... the programme is being Implemented as Planned and risk factors managing as it arises.

3.2.1.10 EVALUATION AS PER THE PRACTICE NOTE

PART 1: PROGRESS TO DATE:

Results based management principles should be used as the underlying principles to evaluate interventions and outcomes:

PS: The identification and approval of projects and their priorities in line with the IDP lies solely with the Council

Describe set up and actions undertaken by various actors during 2014-2015,

As the backlogs had already been captured in the Municipal IDP and projects identified to be implemented within that financial year the main functions were with the Technical Department and was to:

- Monitor ongoing projects carried over from previous year and implementation of new year projects
- Capture and submit Project application (Mig 1) to Provincial offices and follow up on approval as to implements as per planned Implementation plans.
- Ensure that Procurement ie. Advertising and appointments are on time

- Keep line of communication with all stakeholders on the progress of projects...scheduled meetings, approval of claims by consultant and ensure on time submission of claims to PMU for submission to MIG offices, ensure that claims (invoices) are with Finance department and payment of service providers, provide feedback and identify possible risks that could delay implementation.
- Ensure that all target dates regarding MIG guidelines (claims and reports) are met.

Describe the management of the programme

- The programme was from the start seen as a major financial tool to assist the Municipality, to not only eradicate the backlog but also facilitate future infra-structure development, directly linked to basic service provision.
- Thus resulting in supporting the organizational structure, specifically the Technical Department.
 - More emphasis has also been put on the appointment of Consultants, with specialized experience and knowledge of the Mig programme, project administration and -managements.
 - Assisting the Finance department on accurate figures of expenditure and a tool for auditing purposes
 - Providing feedback as required by Council and any other organizational enquiries
- As the programme also create a temporary job creation it made it ideal for skills transfer especially in deep rural areas...in some instances contractors has taken on labour to permanently work for them.
 - This is a critical part of Skills transfer and benefits the area and communities as some skills can be utilized within the household.

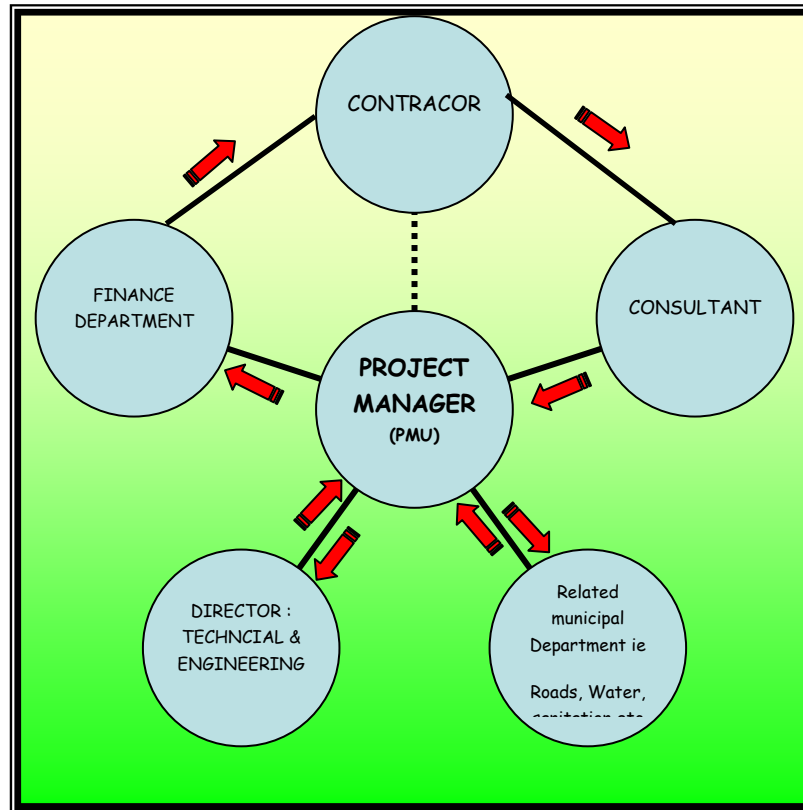
PART 2: MONITORING

TECHNICAL and PMU DEPARTMENT ** see also 'C'

- i) The Technical department is responsible for all Technical related issues within their specific service delivery scope ie. Roads & storm water, Town planning & council buildings Water & sanitation (Although not water service authority), electricity, as well as the co-ordination & managing of Capital Funding towards Service Delivery.
- ii) The Director of Technical Department is direct responsible for all capital funded projects and therefore sign of on all claims / payments to Consultants & Contractors, before sending it through to the PMU consultant for MIG submission preparation as well as to the Finance Department for payment.

(He will only sign if process has been followed:

(iii) Figure 1 – **CERTIFICATE / CLAIM APPROVAL PROCESS**



- iv) **Contractor** – compile Invoices for Work done as per Consultants approval, give through to consultant for verification,

- v) **Consultant** - verify all quality and quantities, day to day Site and project managing as well
As scope according to appointment and contract, compile necessary Forms

as required by Client (ie Bill of Quantities, specs of scope) and give through to

Technical Department,
- vi) **Technical Department** - verify all quality and quantities as submitted by consultant, Site-, project managing approving of claims .
Attend site meetings and site handovers and provide monthly feedback to council on progress. Director to sign off and submit to PMU
- a) **Roads & Storm water** department is responsibly to :-
 - (i) Provide the scope & specifications on the work that needs to be done for this project , and clearly define the responsibility of the Consultant in this project
 - (ii) Approve all Detailed designs (DRW's)
 - (iii) Approve the Scope & Specifications of the Work, for the "Request for Bids' to Contractors as compiled by the Consultants
 - (iv) The Director has to delegate a representative from the Department to form part of the Project team : Recommended–Technician
 - will be responsible to verify quality of work as per specifications
 - verify claims as handed in by consultants as per bill of quantities for contractors, by doing site inspection.
 - attend project meetings and give feedback to Manager and/or Dep. Director
 - Accompany Consultant on Site inspections, such as verification, ie all related issues to department responsibilities on specific service specifically the final site Inspection & site Take over.
 - (v) Will be responsible to sign of all claims, Certificates of Completion, variation in scope before being processed by PM for payment by finance.
 - (vi) Provide the Consultant / Contractor with 'contractor connection' for water at Site Office and verify proper sanitation in order for all labour.
- b) **Electrical Department:** example
 - (i) Provide all information on existing electrical services and requirements to be noted during construction
 - (ii) Provide the Provide the Consultant / Contractor with 'contractor connection' for electricity at Site Office and verify proper sanitation in order for all labour.
- ***This is crucial as service will be taken over by that department for operation & maintenance after completion***

vii) **Project Manager (PMU)** – (70% Project Administration /leading &30% technical)

PS: also refer to pnt. 2.2 (B)

A	Task Description
1A	<p><u>Mig-MIS SYSTEM CAPTURING SKILLS DEVELOPMENT :</u></p> <p><u>- Covering:</u></p> <ul style="list-style-type: none"> • MIG 1 – Business Plan Application • Mig 4 - Consultant Registration • Mi g 5 – Contractor Registration • Mig 6 – Request for Payment : Consultant • Mig 8 – Request for Payment : Contractor • Mig 9 – Physical Completion • Mig 10 – Request for Payment : Retention • AFA / VO – Application • Project Budget Maintenance <p>Basic understanding of all Mig processing and requirements ie:</p> <ul style="list-style-type: none"> • Cashflow (Commitment and planning / updating) • Implementation plans (Commitment and planning/ updating) • Claim forms : <ul style="list-style-type: none"> - Mig certificate - Required documentations - Dora & cert of expenditures
2	
B	SPECIFIC PMU-RELATED FUNCTION AVAILBLE (contracted)
1.	<u>MIG REPORTS:</u>

i.	<p><u>CASH FLOW:</u></p> <ul style="list-style-type: none"> - Reconciliation of all current expenditure - Monthly Updating and Capturing of claims/expenditure - Capturing and populating expenditure of new / future MIG Projects - Assisting with Project planning , to balance Drawdown of yearly - Allocation = Commitment (as per DoRa and IDP) - Submission to Provincial Offices & Municipality
ii	<p><u>IMPLEMENTATION PLAN (IIP):</u></p> <ul style="list-style-type: none"> - Reconciliation of all current progress / milestones - Monthly Updating and Capturing achievements - Capturing and populating of new / future MIG Projects - Assisting with Project planning , to balance Drawdown of yearly - Allocation = Commitment (as per DoRa and IDP) - Follow up & Submission to Provincial Offices & Municipality
iii	<p><u>DORA Report:</u></p> <ul style="list-style-type: none"> - Monthly Updating and Capturing of requirements - Capturing and populating Reasons for Variances - Allocation = Commitment (as per DoRa and IDP) - Follow up & Submission to Provincial Offices & Municipality

iv	<p><u>CERTIFICATES OF EXPENDITURE:</u></p> <ul style="list-style-type: none"> - Monthly Follow up & Verification - Allocation = Commitment (as per DoRa and IDP) - Drawdown Notification to Municipality & Provincial Offices
v)	<p><u>OTHER REPORTS:</u></p> <p>*NOTE: This item is a variable and to be claimed as such</p> <p>le. Over above.(additional)</p> <ul style="list-style-type: none"> - Annual Mig Performance reports - Mig Presentations (Province) - Action Plans - All adhoc Report as required
2.	<p><u>MIG PROJECT CLAIMS:</u></p> <p>i</p> <ul style="list-style-type: none"> - Monthly compiling of MIG Project Claims to COGTA format (as received from Municipality/Consultant) <p>Incl : Complete Mig Forms, Municipal Invoice, Payment register, Proof of Payments Registers</p> <p><i>* As required by CoGta guidelines</i></p> <ul style="list-style-type: none"> - Submit to provincial offices PMB <p>ii</p> <p><u>PROOF OF PAYEMENT REGISTER:</u></p> <ul style="list-style-type: none"> - Monthly compiling of MIG Proof of Payments for Project Claims (as received from Municipality Finance) - Submit to provincial offices PMB

3.	<u>MIG PROJECT FUND EXPENDITURE TRACKING:</u> <ul style="list-style-type: none"> - Implementing an Expenditure Tracking Register per project - Monthly Updating and Capturing of claims/expenditure
4.	<u>MIS SYSTEM : (MIG) – This is a variable /per item/task</u> <ul style="list-style-type: none"> i - Capturing of new Business Plan : Mig 1 ii - Capturing of AFA and Variation Orders (Budget maintenance) - Registering of appointed Consultants and Contractors : Mig 4 & 5 iii - Monthly capturing and updating of Request for Payments for both Contractors and Consultants, Mig 6 & 8
5.	Monthly Updating and COMPILING OF A REPORT TO THE MUNICIPALITY ON – Capturing of claims/expenditure and Cash flows and ‘MIS’ project status
6	<u>ATTENDING SITE OR OTHER RELATED PROJECT MEETING/VISITS:</u> <ul style="list-style-type: none"> - Monthly Municipal Planning Cession - Council meeting (on request) - Project Site meeting - Provincial (Cogta) meetings
7	<u>PROJECT MANAGEMENT FUNCTIONS:</u> <p>As per PMBOK / PRONCE ie Project Lifecycle</p> <ul style="list-style-type: none"> - Managing and administration assistance - Risk managing – assistance

3.2.2 OTHER DEPARTMENTS RESPONSIBILITIES / ROLES:

A) TOWN PLANNING / BUILDING CONTROL : incorporated with Technical Department

- Provide all land use issues, including LG plans- indicating stand sizes and co-ordinates, zoning and all conditions needed to apply to.
- Indicate Stand to be used for Site Establishment for contractor and engineering offices for duration of contract.
- The Deputy Director has to delegate a representative from the Department to form part of the Project team : Recommended–Town planner.,
 - will be responsible to verify pegs of stands
 - attend project meetings and give feedback to Manager ,
 - Accompany Consultant on Site inspections if required, ie all related issues to department responsibilities on specific service specifically the final site Inspection & site Take over.
- Will be responsible to sign off quality of Brick structures through the Building inspectors (NBR)

B) PROJECT MANAGEMENT UNIT – (PROJECT MANAGER) / TECHNICAL DEPARTMENT

- i) The appointed Project Manager responsibly to verify that :-
(70% leading / 30% Working ie technical)
 - All Business plan for the Funds has been submitted to the Funder and is in line with all requirements (IDP /Council resolutions etc.)
 - Register project on Record's Data base / tracking Forms & Open Project File
 - Establish requirements for Project Team (members) by means of negotiation and formal communication methods (memo's, presentation, meetings etc) ***

- Produce, manage & control, a Project base Working Programme of all Lifecycle goals (milestone / target date) of project in line with Funder requirements ie. availability of funding (financial year)
- Scope is in line with objective and deliverable as approved in the Project Statement
- Get all stakeholders input and approval by arranging meeting if requested by Technical Director (will be formal meeting)
- Monitor the Procurement Procedures from approval of RFQ document (Bid Specification Committee), advertising, site inspection, closing of tender, evaluation process (Bid Evaluation Committee / Adjudication Committee), for the Appointment of Consultant and Contractor.
- Confirm with Finance and provide finance with all necessary financial information and provide projected cash flow of projects to ensure service provider payments
- Ensure the establishment of the Project Steering Committees ie all members as well as the appointment of a Community Liaison officer through the MMC of TES office is in place.
- Assist with information for the drawing up Appointment Letters for Consultant and Contractor and give through to Dir. Technical Services as well as the Municipal Manager for Signatures.
- Assist with ontime sending of Appointment Letter through to Consultant & Contractor
- Note and if required arrange and set up Site Handover / Project Handover with all Stakeholders as well as process of Project termination on completion of projects.
- Confirm Roles & Responsibilities of all Stakeholders as well as clear line of communication for reporting ***
- Monitor all Lifecycle phases of project specifically on the Budget / Time ie 'Consolidate & simplify project data and provide consistent project information on the project progress'. (Budget / Time)
(Administrative responsibility for deciding & overseeing Functional Areas of project)
- Implement, establish , promulgate and facilitate all Project Management Processes (ie Bidding, Risk analysis, selection process, reports, contracts etc)...if so required by DES
- Ensure the applying of National Occupational Health & Safety Act
- Vindication of Regulations and Policies
- Project data capturing & processing
- Project Document Management
- Reporting to National / Provincial / Municipal spheres on Project
- Compliance with Funder requirements

C) CORPORATE SERVICES DEPARTMENT

- This Department is not directly involved in the Technical decision process of the project, but more in the administrative part.
- They are involved in the Bid process of the project :-
 - Registering & providing the Project Registration Numbers
 - Putting the advertisement in the newspapers, bulletin boards (MFMA)
 - Opening & registering of all Bid Documents received for evaluation.
 - Document Management in cases where correspondence not directly received by PMU and Technical department, they will register and forward this information.
 - Project file management & archiving – after completion / terminating of project.
 - Verifying all legal matter concerning the appointment letters / agreements
 - Intervene in legal disputes that might arise between client / contractor as well as legal disputes where court orders has been obtained against the contractor and supplier (ie direct payments to supplier or service provider of the contractor)
 - Legal assistance in cases of termination of contract / contract breach etc.
- They also attend all monthly steering committee meetings to monitor Risk identified and comment & implement specific safety related issues.

D) FINANCE DEPARTMENT

- This Department is not directly involve in the Technical decision process of the project, but more in the administrative part.
- Allocate and maintain income & expenditure of funding per project budget allocation
- Balancing, Auditing & reporting on funding expenditure to National / Provincial and Municipal spheres
- Implementing and Complying to Policies & Acts as required by National Treasury (DORA Report / MFMA)
- Financial Document Management & Archiving (Certificates / Claims / Invoices)
- Control of Project Retention amount for the retention period (12 months)
- Control of Project Surety amount for the contract period until completion

- Processing of all invoice/claims and executing direct payment process to the relevant Service providers by means of electronically banking method or Cheques.

PART 3: WHAT ARE THE RESULTS AND WHO BENEFITED?

For the financial year 2014 / 2015 the backlogs eradicated were, by means of implementing & completing the following project:

- **3 x Road Projects**

Provincial Reference Number	ROADS : Project Title	Unit completed (KM)	Approved MIG Funding	Actual Project Cost (Tender sum + fees)	Potential Savings	Previous year Expenditure	Total 2014/2015 Expenditure	Balance to 2015/2016 (Final / Retention)	Comments
2009MIGFK253185541	MNUGUNDENI LINK ACCESS ROAD- REHABILITATION	4.50	3,375,000.00	3,335,488.67	39,511.33	2,069,518.28	1,106,283.91	159,686.48	* Practical Completion , Retention 2015/2016
2009MIGFK253185670	Kwa-Malambana (Nhazadolo) Gravel Road Rehabilitation	1.17	3,375,000.00	3,329,538.76	45,461.24	0.00	3,110,546.25	218,992.51	* Practical Completion , Retention 2015/2016
2010MIGFK253193595	EZHLABATHINI (KWA-NZIMA) GRAVEL ROAD - REHABILITATION (WARD 1)	4.50	3,336,997.50	3,301,254.86	35,742.64	2,275,683.16	1,010,759.75	14,811.95	Final Prof fee
						0.00		0.00	
2014 / 2015 backlog completed		10.17							

- **1 x Low water Bridge**

Provincial Reference Number	LOW WATER BRIDGES : Project Title	Unit completed	Approved MIG Funding	Actual Project Cost (Tender sum + fees)	Potential Savings	Previous year Expenditure	Total 2014/2015 Expenditure	Balance to 2015/2016 (Final / Retention)	Comments
2010MIGFK253195910	Enchuba - Pedestrian Bridge Ward 2 (Bloem / Kloppe) (AFA) MIS 219866	1	1,994,974.03	1,994,974.03	0.00	1,366,064.66	563,276.46	65,632.91	* Practical Completion , Retention 2015/2016
2014 / 2015 backlog completed		1							

- **1 x Other : Fencing**

Provincial Reference Number	OTHERS : Project Title	Unit completed (m)	Approved MIG Funding	Actual Project Cost (Tender sum + fees)	Potential Savings	Previous year Expenditure	Total 2014/2015 Expenditure	Balance to 2015/2016 (Final / Retention)	Comments
2009MIGFK253182047	FENCING UTRECHT(Emadiangeni)MUNICIPAL SERVICES	0.70	4,421,250.00	4,421,250.00	0.00	3,751,447.02	473,823.56	195,979.42	* Practical Completion *Additional Work approved & Final retention to be paid in 2014/2015
2014 / 2015 backlog completed		0.70							

Currently in process of accessing backlog status (figures as per municipal priority list)

BACKLOGS		2009 / 2010	2010 / 2011	2011 / 2012	2012 / 2013	2013 / 2014	2014 / 2015
ROADS & STORMWATER	674 km	41.5 km	3 km	4.5 km	5.5 km	11.84 km	10.17 km
LOW WATER BRIDGES	8	0	0	0	0	0	1
CRECHE	5	0	3	* Council stopped projects -Forensic Audit	0	0	0
COMMUNITY HALL / CRECHE	8	0	0		0	0	0
COMMUNITY HALL (MULTI-PURPOSE)	1	0	0		0	1	0
FENCING MUNICIPAL BUILDINGS	6000m	0	2500m		0	1500m	700 m
SPORT FIELD UPGRADE	6	0	0		0	0	0
BUS SHELTER	1	0	0	0	0	0	0

2014/15 PROJECT IMPLEMENTED & ROLLED TO 2015/2016

Provincial Reference Number	2014/15 PROJECT IMPLEMENTED & ROLLED OVER TO 2015/2016 & FUTURE	% completed	Approved MIG Funding	Actual Project Cost (Tender sum + fees)	Potential Savings	Previous year Expenditure	Total 2014/2015 Expenditure	Balance - 2014/2015 Rolled over	Comments
2009MIGFK253181995	RONDAVEL ACCESS GRAVLE ROAD- (Ward 4)	47%	2,250,000.00	2,250,000.00	0.00	0.00	1,052,615.31	669,803.06	* Construction
2009MIGFK253185474	MLWANE GRAVEL ROAD - REHABILITATION	16%	3,375,000.00	1,599,558.51	1,775,441.49	0.00	261,800.58	1,337,757.93	* Construction
2010MIGFK253185642	KWA-MAKHOMBA GRAVEL ROAD (WARD 1)- REHABILITATION	7%	1,875,000.00	1,875,000.00	0.00	0.00	138,693.67	1,736,306.33	* Construction
2009MIGFK253181753	LENZ LINK GRAVEL ROAD - REHABILITATION (Ward 1)	0%	3,375,000.00	3,375,000.00	0.00	0.00	0.00	3,375,000.00	* Design
2009MIGFK253181945	GROENVLEI GRAVEL ROADS - REHABILITATION (ward 4)	0%	4,125,000.00	4,125,000.00	0.00	0.00	0.00	4,125,000.00	* Design
2009MIGFK253182047	FENCING UTRECHT(Emadlangeni)MUNICIPAL SERVICES (Town Hall)	96%	4,421,250.00	4,421,250.00	0.00	3,751,447.02	473,823.56	195,979.42	* Final Phase - Town HALL
		#DIV/0!						0.00	
								0.00	
	PROJECTS CANCELLED NOT TO BE IMPLEMENTED								
2009MIGFK253180463	BLUE MOUNTAIN CRECHE		550,100.00	550,100.00	0.00	0.00	0.00	550,100.00	Done by Dept of health & Social Services
2009MIGFK253180536	VAALBANK CRECHE		725,000.00	725,000.00	0.00	0.00	0.00	725,000.00	Done by Dept of health & Social Services
2009MIGFK253180560	NDLAMLENZE CRECHE - WARD 1		550,100.00	550,100.00	0.00	0.00	0.00	550,100.00	Done by Dept of health & Social Services
2009MIGFK253180585	KWA-MABASO CRECHE - WARD 1		550,100.00	550,100.00	0.00	0.00	0.00	550,100.00	Done by Dept of health & Social Services
2009MIGFK253180597	KWA-NZIMA CRECHE - WARD 1		550,100.00	550,100.00	0.00	0.00	0.00	550,100.00	Done by Dept of health & Social Services
2009MIGFK253180773	BALGRAY 1 & 2: ACCESS ROAD REHABILITATION (GRAVEL)		1,500,000.00	1,500,000.00	0.00	0.00	0.00	1,500,000.00	DOT doing roads
2009MIGFK253180797	BERROUW : ROADS REHABILITATION (GRAVEL)		11,850,000.00	11,850,000.00	0.00	0.00		11,850,000.00	No Consent - Provate Property!
2009MIGFK253185571	KWA-THUTHUKA GRAVEL ROAD - REHABILITATION		3,375,000.00	3,375,000.00	0.00	0.00			DOT doing roads
2014 / 2015 Rolled over to 2015 /2016									

BACKGROUND

- For the Emadlangeni Municipality the MIG programme forms a integrate part of financial assistance to eradicate previous backlog as well as planned infra-structure developments schemes.
- It also highlighted the shortfalls within the municipality but served as a learning curve for all future projects as well as planning.
- As this is an ongoing process and challenges will still arise, specific incidents have resulted in the identification and implementation of processes in the organization to manage and identify the risks in a early stage. This in hand will prevent possible future under spending.

LESSON LEARNED

The most important lesson learned is that MIG is made of projects and a Project Success depends on good communication regarding Project goals, responsibility & Authority being made clear from start of project to all involved.

Acquiring: Adequate Resources

- Manage, control, supervise & co-ordinate all resources:- from the initial resources budgeted for on each task and taking in consideration that there will be resource trade-offs.
- Crisis can occur that require special resources not budgeted for by the project proposers, due to their natural optimism – Identify as a Risk and allow for these as part from the Unforeseen /Contingency Cost on the project.

Acquiring & Motivation Project Team:

- Clearly identify needs related to WHO has to form part of “Perfect Project Team’
- Negotiate all terms of project with all (time, responsibility, chain of reporting etc) clearly with not just HOD of other departments or Institutions also with person themselves
- Keep all motivated from beginning to end BUT only inside limits of project as they are borrowed and NO commitments can be made

Dealing with Obstacles:-

- Establish firm ground rules on encountering any probable obstacles within in the project ie to be communicated early and in a formal way as to start preventative action rather before – all team members are specialized in their field and can contribute to minimize failure of project
- Communicate all aspect of the project (Objective, Deliverables, Quality, Risks, Variations, Time & Budget) to all involved and keep them updated. (ie strong problem orientation & discipline orientated)

- Especially near project completion all team members must be alert to any possible changes
- v) **Manage Failure and the Risk and Fear of Failure:-**
- Distinguish between project failure, partial failure and success ie what appears to be a failure at one point in the
 - Allowing for contingencies in the project budget and schedules.
- vi) **Breath of Communication:-**
- PM is liaison between all stakeholders and even non-stakeholders ie outside world (not directly on Project Team)
 - Must be certain and understand all fundamental issues:-
 - must know *Why* project exist
 - must have clear definition of *How Success or Failure* is to be determined
 - Build , Establish and maintain solid information network
 - ie.. must be aware of all inside as well as outside happenings around project meaning complaints, criticism ,strikes etc
 - . Inadequate information / involvement can blind to an incipient crisis just as excessive information can desensitize the PM to early warnings of trouble.

RECOMMENDATIONS

- As for the Recommendations all, of the above will be seen as positive recommendations to be implemented and utilized to make success of MIG programme.
- Keeping in mind the main objective of programme .

APPROVAL

This document is hereby acknowledged and approved by:

Signatures:



Mrs. G.N. Ntshangase
Municipal Manager

20 August 2015

Date

Contact information:

Tel: (024) 321 2041

- Especially near project completion all team members must be alert to any possible changes

Manage Failure and the Risk and Fear of Failure:

- Distinguish between project failure, partial failure and success ie what appears to be a failure at one point in the
- Allowing for contingencies in the project budget and schedules.

Breath of Communication:

- PM is liaison between all stakeholders and even non-stakeholders ie outside world (not directly on Project Team)
- Must be certain and understand all fundamental issues:-
 - must know *why* project exist
 - must have clear definition of *How Success or Failure* is to be determined
- Build , Establish and maintain solid information network
 - ie. must be aware of all inside as well as outside happenings around project meaning complaints, criticism ,strikes etc
 - . Inadequate information / involvement can blind to an incipient crisis just as excessive information can desensitize the PM to early warnings of trouble.

4 CHAPTER 4: PERFORMANCE MANAGEMENT

4.1 INTRODUCTION

The Performance Management System (PMS) is generally defined as a strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the municipality in terms of indicators and targets for efficiency, effectiveness and impact.

Performance Management entails the development of priorities aligned to the municipal strategy as well as the development of Key Performance Areas, Key Performance Indicators, targets and measures. This enables proper planning, measuring, monitoring, reviewing and reporting on performance in the organisation. Performance management ensures the harnessing and maximum performance of all available resources within the organisation. Communities are involved in the development of performance measures to ensure that they have insight into and are involved in decision-making regarding the services delivered to them by the municipality.

The implementation of a performance management system framework should allow the municipality to collect, process, organise, analyse, audit, reflect and report on performance information. It should also allow the municipality to take practical steps to improve its performance.

Upon the compilation of the municipal annual report, a performance report should be developed and form part of the annual report. This document is therefore intended to report on the performance targets as set for 14/15 financial year. This report is intended to reflect on the performance framework of the municipality and the targets that were set for the 14/15 period.

4.2 THE LEGISLATIVE FRAMEWORK

The legislative framework of the PMS includes the Constitution of the country, The white paper on Local government, the Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations. For the purposes of this document the following pieces of legislation will be considered and briefly outline their provisions.

- Municipal systems Act
- Municipal planning and performance management regulations
- Batho Pele
- White paper on local government

4.2.1 Municipal systems Act

Chapter 6 of the Municipal Systems Act, (Act 32 of 2000) requires that all Municipalities must establish a PMS that is in line with its resources, best suited for its dynamics and that is in line with its priorities, objectives, indicators and targets as contained in the IDP. The municipality is also required by the Act to promote a culture of performance among its political structures, political office bearers and councillors and in its administration; and administer its affairs in an economical, effective, efficient and accountable manner.

It is this same Act which provides that the municipality must establish mechanisms for monitoring and reviewing its performance management system. The law requires a PMS to have the following core components:

- Set appropriate key performance indicators
- Set measurable performance targets
- Develop the monitoring framework
- Performance measurement and review mechanisms

- Establish a process of regular reporting

The Act also requires the council to ensure the community involvement in the development and review of the municipality's PMS.

According to section 46 of the Municipal Systems Act, a municipality must prepare for each financial year an annual report that also consists of a performance report. That performance report must reflect:

- The municipality's, and any service provider's, performance during that financial year, also in comparison with targets of and with performance in the previous financial year;
- The development and service delivery priorities and the performance targets set by the municipality for the following financial year; and
- Measures that were or are to be taken to improve performance;

4.2.2 The Municipal Planning and Performance Management Regulations, 2001

This piece legislation further instructs each municipality to ensure that its performance management system:

- Complies with the requirements of the Act.
- Demonstrates how the system will operate and be managed from the planning stage up to the stages of performance and reporting.
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system.
- Determines the frequency of reporting and the lines of accountability for performance.
- Relates to the municipality's employee performance management processes.
- Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.

- Is adopted before or at the same time as the commencement of by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan.

It is in terms of this regulation that the council's PMS must be adopted by the council at the same time as the identification of the key performance areas by the municipality. This regulation also presents the prescribed general key performance indicators that should be aligned to those identified by the municipality.

4.2.3 The Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006:

This piece of legislation seeks to set out how the performance of municipal managers will be uniformly directed, monitored and improved. It also addresses both the Employment Contract of a municipal manager and managers directly accountable to municipal managers, as well as the Performance Agreement that is entered into between respective municipalities, municipal managers and managers directly accountable to municipal managers. According to this piece of legislation the KPAs for Municipal Managers and Managers directly accountable to the Municipal Manager are stipulated in the Regulations, 2006 as follows:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation

4.2.4 *The batho pele principles*

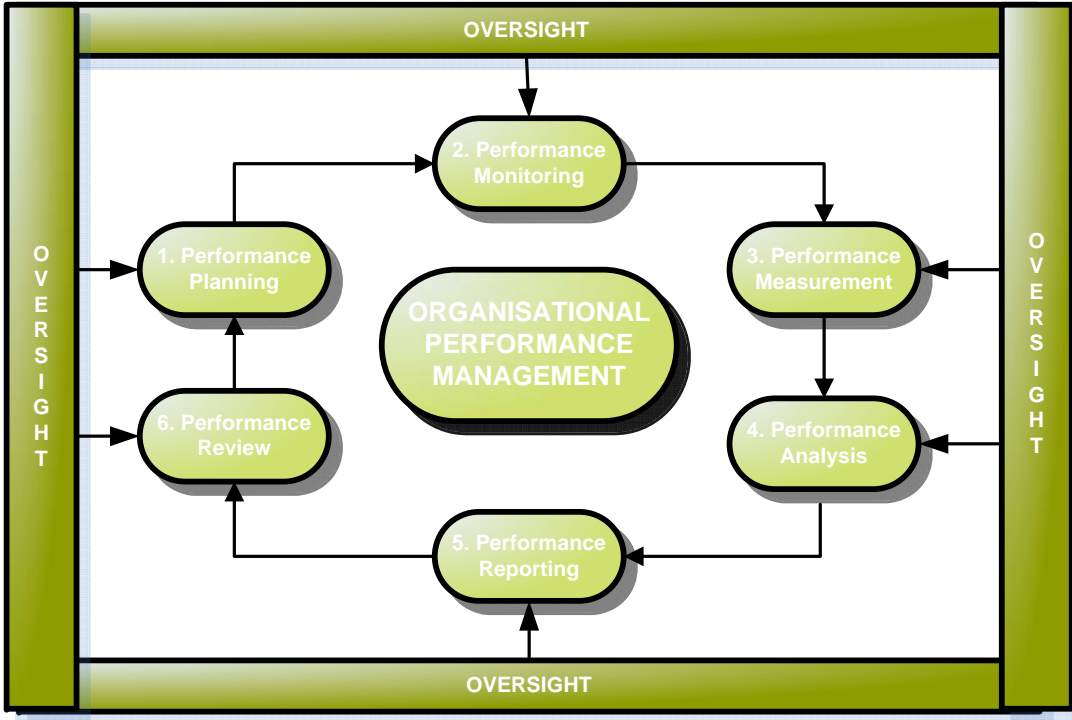
Batho Pele principles note that the development of a service-oriented culture needs an active and informed participation of the wider community. Municipality must therefore receive a constant feedback from its customers in order to improve their service delivery mechanisms. The PMS is an important tool for ensuring that the council delivers on its mandate hence the communities should also be involved in its development and review.

4.2.5 The white paper on local government

This paper proposed the introduction of the performance management system to local government as a tool to ensure the envisaged developmental local government. As such it states that the IDP, budget and PMS are powerful tools that can assist municipalities to develop an integrated perspective on development in their area. It enables them to focus on priorities within an increasingly complex and diverse set of demands and enables them to direct resource allocations and institutional systems to a new set of development objectives.

4.3 THE PROCESS OF MANAGING PERFORMANCE IN EMADLANGENI

The process of managing performance at organisational level in the Municipality involves the stages as set out in the diagram below:



The diagram provides for the cycle of performance management in Emadlangeni Municipality to commence with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the

performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

The following table spells out in more detail the role and responsibilities of all the relevant role players in the context of each of the above stages of Emadlangeni Municipality's organisational performance management cycle.

In preparing for performance management and after extensive public participation to assess community needs, the municipality developed an organisational scorecard representative of the various departments' strategic objectives, measurable outputs, performance measures and targets.

In the 2013/2014 financial year we have also continuously ensure that the following elements, as required by the various legislative requirements and eMadlangeni Organisational Performance Management Framework are in place and functioning effectively. These elements include, but are not limited to, the following;

- Approved IDP, Scorecard and SDBIP which are aligned and containing annual performance indicators and targets in line with the National key performance areas and Vision and Mission of the municipality.
- Performance Audit Committee (same as the Audit Committee), which is properly constituted and has;
 - I. Terms of Reference;
 - II. Held the required number of meetings; and
 - III. Reviewed Performance Audit Reports.

The municipality adopted the prescribed National key performance indicators/areas (NKPAs) and the strategic and operational key performance indicators were developed in the context of the national key performance indicators. The NKPAs are described hereunder;

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Community and Social Services;

- Good Governance and Public Participation;
- Financial Viability and Management; and
- Institutional Development and Transformation.

At the end of every quarter managers were expected to prepare and submit quarterly performance reports for monitoring evaluation of actual performance against set targets (Quarterly section 54A and section 56 assessments).The assessments in terms of the legislative requirements should be conducted as follows;

First Quarter: July-September.....

Second Quarter: October-December.....

Third Quarter: January-March.....

Fourth Quarter: April-June.....

The municipality has had challenges in constituting the panel for these assessments. A number of attempts were made to convene the panel however that proved to be fruitless. The management had sought a council resolution to utilise the Mayor/Municipal Manager of any municipality who may be available for these assessments since the previous resolution was restricting the municipality only to the District family Municipalities, and hope that this will now facilitate convenience to perform assessments and also comply with the legislative mandate.

4.4 THE MUNICIPAL DIRECTION AND PERFORMANCE TARGETS

4.4.1 Municipal Key Performance Areas, objectives strategies and targets

Emadlangeni local municipality had six key performance areas for the 2014/15 financial year namely:

1. Infrastructure and service development
2. Municipal transformation and institutional development
3. Financial viability and financial management
4. Good governance and community participation
5. Local economic and social development
6. Spatial development and environmental management

Each of the foregoing KPA's had objectives, strategies and KPI's allocated to it and each KPA was allocated to a municipal directorate

KPA	Directorate
Infrastructure and service development	Technical Services and community services
Municipal transformation and institutional development	Corporate services and the office of the MM
Financial viability and financial management	Finance department
Good governance and community participation	Corporate services and community services
Local economic and social development	Planning and economic as well as Community services
Spatial development and environmental management	Technical services and community services

The following tabular presentation seeks to outline the alignment of objectives and strategies to the KPA's and KPI's.

IDP objective REF NO.	KPA	2014/15 STRATEGIES	PROJECTS	WARD LOCATION	MEASURABLE OBJECTIVE	Indicator no.	KPI	ANNUAL TARGET	RESPONSIBLE DEPARTMENT
1.1	INFRASTRUCTURE AND SERVICES	1.1.1. Facilitate the reduction of water and sanitation infrastructure and service backlogs	Attendance and meaningful participation in the ADM water and sanitation forum for a resulting compilation and submission of the progress reports to council.	N/A	1.1.1.1 Water and sanitation backlog reduction reports submitted to council on a quarterly basis.	1	Number of quarterly reports submitted to Council on water and sanitation	4	Technical services
			Development, adoption and implementation of the integrated indigent policy and register	All wards	1.1.1.2 Facilitate the provision of free basic water and sanitation to all deserving households of Emadlangeni.	2	Date of approval for the integrated indigent register	30 September 2014	Finance department
		1.1.2 Facilitate access to electricity for all targeted households	Provide electricity to a targeted number of households	1,3 & 4	1.1.2.1 Provide the electricity infrastructure to all targeted households.	3	Number of households with access to electricity	364	Technical services
			Maintain the electricity provision service	All wards	1.1.2.2 Provide the bulk electricity service in terms of the municipal licence on electricity provision.	4	% of the electricity provision budget spent	100%	Technical services
			Develop and adopt the municipal energy plan	N/A	1.1.2.3 Facilitate the provision of alternative energy	5	Date of adopting the energy plan	30 March 2015	Technical services
			Provide free basic electricity services to the indigent households	All wards	1.1.2.4 Facilitate and provide free basic electricity to all deserving households of Emadlangeni.	6	% of the households earning less than R 2300 per month with access to free basic services	100%	Technical services
		1.1.3 Reduce the road infrastructure	Rondavel access gravel road	Ward 4	1.1.3.2 Construct new roads	7	% construction completion of the ward 4 Rondavel access gravel road by 30 June 2015	100%	Technical services

4.1	backlog and maintain the existing infrastructure	Mlwane gravel road	Ward 1	1.1.3.4 Complete the designs and appointments for new roads 1.1.3.1 Ensure the existence of a road infrastructure provision framework	8	% construction completion of the Ward 1 Mlwane gravel road by 30 June 2015	100%	Technical services
		Smith street	Ward 2		9	% construction completion of the ward 2 Smith street by 30 June 2015	100%	Technical services
		Mgundeni gravel road	Ward 1		10	% construction completion of the ward 1 Mgundeni gravel road by 30 December 2014	100%	Technical services
		Ezihlabathini gravel road	Ward 1		11	% construction completion of the ward 1 Ezihlabathini gravel road by 30 December 2014	100%	Technical services
		North hill gravel road	Ward 2		12	% construction completion of the ward 2 North hill gravel road by 30 December 2014	100%	Technical services
		Encuba bridge	Ward 2		13	% construction completion of ward 2 Encuba bridge by 30 December 2014	100%	Technical services
		Malambana road	Ward 3		14	Date of completing the designs and contactor appointments for ward 3 KwaMalambana gravel road	30 June 2015	Technical services
		Review and adopt the road master plan	All wards		15	Date of adopting the integrated urban and rural master plan and maintenance plan	30 June 2015	Technical services
	4.1.1 Implement the EPWP programme	Identify and implement EPWP projects	all wards	4.1.1.1 Create EPWP jobs.	16	Number of EPWP jobs created	126	Technical services
	1.1.4 Facilitate the reduction of the housing backlog	Review, adopt and implement the housing sector plan	All	1.1.4.1 Ensure the existence of an updated Housing sector plan	17	Date of adopting the revised housing sector plan	30 March 2015	Planning and economic development
1.1	1.1.5 Provide efficient waste collection and management	Provide the waste collection service to all identified households	2	1.1.5.1 Collect waste from all targeted households	18	Number of households with access to refuse removal at least once a week	1118	Community services
		Facilitate the	2	1.1.5.2 Manage waste	19	Number of quarterly reports	4	Community

2.1

	service to all targeted household	establishment of the buyback centre		efficiently		submitted to council on the progress of the establishment of the buyback centre		services
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	2.1.2 Ensure effective and efficient human resource management	Align the organogram with the IDP	N/A	2.1.2.2 Foster an IDP aligned municipal structure	20	Date of adopting an IDP aligned organogram	31 December 2014	Corporate services
		Fill the vacant posts according to the new organisational structure	N/A	2.1.2.3 Fill the budgeted vacant posts	21	Number of budgeted vacant posts filled	12	Corporate services
						% of critical posts filled	100%	Corporate services
		Develop and adopt the Employment Equity Plan	N/A	2.1.2.4 Implement the employment equity plan	22	Date of adopting the Employment equity plan	30 June 2014	Corporate services
		Appoint staff according to the EE targets	N/A	2.1.2.4 Implement the employment equity plan	23	Number of people from employment equity target groups employed in the three highest levels of management	6	Corporate services
		Develop and adopt the WSP	N/A	2.1.3.1 Ensure the existence of an updated WSP	24	Date of adoption of the WSP	30 March 2015	Corporate services
	2.1.3 Ensure effective and efficient human resource development	Implement the WSP	N/A	2.1.3.2 Implement the WSP	25	Number of staff trained against the WSP targeted number	59	Corporate services
			N/A	Spend the entire budget of the WSP implementation by 30 June 2014	26	Actual amount spent on skills development	R 400 000.00	Corporate services
						% expenditure of the skills development budget	100%	Corporate services
		Conduct the skills audit for the entire organisation	N/A	Conduct the skills audit for the organisation	27	Date of adopting the skills audit report for the entire organisation	31 December 2014	Corporate services
	2.1.2 Ensure effective and efficient human resource management	Hold quarterly LLF meetings	N/A	2.1.2.5 Report labour relations matters to council on a quarterly basis.	28	Number of reports submitted to council on labour disciplinary hearings	4	Corporate services
		Review the Human	N/A	2.1.2.1 Strategically	29	Date of adopting the revised	31 December 2014	Corporate

	Resource Management Strategy		plan for the human resources		Human Resource Management Strategy		services
2.1.6 Improve on customer care	Develop and update a complaints register	All wards	2.1.6.1 Record and attend to customer complaints	30	number of monthly complaints register updates conducted	12	Corporate services
2.1.4 Improve performance	Develop and adopt the performance management system	N/A	2.1.4.1 Develop and adopt the performance management system	31	Date of adopting the performance management system	30 July 2014	Office of the MM
	Develop and adopt the performance score cards	N/A	2.1.4.3 Set the departmental performance targets	32	Date of Completion of the departmental score cards	30 July 2014	Office of the MM
	Monitor the achievement of the performance targets	N/A	2.1.4.6 Monitor the achievement of the set targets	33	Number of monthly plans and reports compiled	12	Office of the MM
		N/A	2.1.4.6 Monitor the achievement of the set targets	34	Number of monthly departmental management committee meetings held	12	All departments
	Report performance	N/A	2.1.4.7 Report performance to council	35	Number of performance report submitted to council	4	Office of the MM
		N/A	2.1.4.8 Address areas of underperformance	36	Number of corrective measures taken on under performance	4	Office of the MM
		N/A	2.1.4.7 Report performance to council	37	Date of compilation of the Annual Performance report	30 August 2014	Office of the MM
	Facilitate the signing of the performance agreements	N/A	2.1.4.5 Achieve the individual commitment to set departmental targets	38	Number of performance agreements signed within 30 days reflecting national government priorities	5	Office of the MM
		N/A			% of performance agreements signed within 30 days reflecting national government priorities	100%	Office of the MM
	Review and measure performance	N/A	2.1.4.8 Address areas of underperformance	39	Number of quarterly reviews conducted	4	Office of the MM
	Review the score card	N/A	Revise the scorecards	40	Date of the review for the score cards	28 February 2015	Office of the MM
	Develop and adopt the SDBIP	N/A	2.1.4.4 Align the service delivery targets with the	41	Date of adoption for the SDBIP	30 July 2014	Office of the MM

1.1					budget				
		2.1.5 Improve information technology and document management systems	Launch and introduce of the electronic document management system	N/A	2.1.5.1 Maintain the municipal document management system	42	Date of launching the electronic document management system	30-Jun-15	Corporate services
			Upgrade the IT infrastructure	N/A	2.1.5.2 Upgrade the municipal IT infrastructure	43	% of the IT upgrade budget spent	100%	Corporate services
		1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	Maintain the municipal infrastructure	All wards	1.1.3.3 Maintain the existing roads and other infrastructure	44	% of the operational expenditure budget spent on repairs and maintenance of infrastructure	100%	Technical services
2.2	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	2.2.1 Improve the audit opinion	Implement the Auditor General's report intervention action plan	N/A	2.2.1 Implement the Auditor general's report intervention plan	45	Date of implementing the entire Auditor general's report intervention plan	30 June 2015	Office of the MM
		2.2.2 Ensure the IDP aligned financial planning	Develop the Annual Budget	N/A	2.2.2.1 Adopt the municipal IDP aligned annual budget	46	Date of Adopting the IDP aligned annual budget	30 May 2015	Finance department
			Develop the Adjustment budget	N/A	2.2.2.2 Adopt the municipal IDP aligned adjustment budget	47	Date of adopting the adjustment budget	28 February 2015	Finance department
		2.2.3 Effectively and efficiently manage the expenditure of the municipality	Monitor the expenditure of the municipality's budget	N/A	2.2.3.1 Monitor the expenditure of the municipality's budget	48	% expenditure of the municipal budget by 30 June 2015	100%	All departments
			Payment of suppliers	N/A	2.2.3.2 Pay all suppliers within a legislated period	49	% of payments for suppliers made within the legislated period	100%	Finance department
			Creditors reconciliation	N/A	2.2.3.3 Conduct all expenditure reconciliations	50	Number Monthly creditors reconciliation	12	Finance department
			Suspense reconciliation	N/A		51	Number of monthly suspense reconciliation	12	Finance department
			Vat reconciliation	N/A		52	Number of Monthly Vat	12	Finance

					reconciliation		department
	Assets reconciliation	N/A		53	Number of assets reconciliation conducted	12	Finance department
	Assets verification	N/A		54	Number of physical assets verification performed	4	Finance department
	Fixed assets register update	N/A		55	number of fixed asset register update conducted	12	Finance department
2.2.6 Ensure a constant and accurate financial reporting.	Compile the monthly section 71 reports	N/A	2.2.6.1 Perform monthly financial reporting.	56	Number of monthly section 71 reports compiled	12	Finance department
	Grant administration	N/A		57	Number of monthly grant registers	12	Finance department
	Grant reconciliation	N/A		58	Number of monthly grant reconciliation	12	Finance department
	IYM submission	N/A		59	Number of IYM submissions	12	Finance department
	Bank reconciliations	N/A		60	Number of monthly bank reconciliations	12	Finance department
	Investments reconciliation	N/A		61	Number of investments reconciliations conducted	12	Finance department
	Investment registers	N/A		62	Number of investments register updates	12	Finance department
	Compile the half yearly section 72 reports	N/A	2.2.6.2 Perform quarterly and half yearly financial reporting.	63	Number of half yearly section 72 reports	1	Finance department
	Compile the quarterly section 52 reports	N/A		64	Number of section 52 reports compiled	4	Finance department
	Compile the annual financial statements	N/A	2.2.6.3 Perform annual financial reporting.	65	Date of Compilation of the annual financial statement	31 August 2014	Finance department
	Compile the annual report	N/A		66	Date of approving the annual report	31 March 2015	Finance department
2.2.5 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	Issue orders	N/A	2.2.5.1 Manage the supply chain processes in accordance with the municipal regulations on supply chain management.	67	% of orders issued as per requisition received from user departments	100%	Finance department
	Award bids	N/A		68	% of bids awarded as per approved and budget procurement plan	100%	Finance department
	SCM reporting	N/A		69	Number of monthly SCM	12	Finance

2.1							reports compiled and submitted		department
			SCM reporting	N/A		70	Number of Quarterly SCM reports	4	Finance department
			SCM reporting	N/A		71	Number of Mid-term SCM reports	1	Finance department
			SCM reporting	N/A		72	Number of Annual SCM reports	1	Finance department
			Contract register updates	N/A		73	Number of contract register updates performed	12	Finance department
		2.2.7 Ensure the existence of updated finance management strategies	Review the Fraud Prevention plan	N/A	2.2.7.2 Adopt an updated fraud prevention plan.	74	Date of adopting reviewed Fraud prevention plan	30 March 2015	Finance department
			Review the Supply Chain Management Framework	N/A	2.2.7.1 Adopt an updated SCM framework.	75	Date of adopting the reviewed SCM framework	30 March 2015	Finance department
		2.2.4 Manage and increase the municipal revenue base	Collections	N/A	2.2.4.2 Conduct all revenue reconciliations	76	% of debtors collected	50%	Finance department
			Debtors reconciliation	N/A		77	Number of debtors reconciliation conducted	12	Finance department
			Valuation roll reconciliation	N/A		78	Number of valuation roll reconciliations	12	Finance department
			Deposits reconciliation	N/A		79	Number of valuation deposits reconciliations	12	Finance department
			Unallocated receipts reconciliations	N/A		80	Number of unallocated receipts reconciliations	12	Finance department
2.3	GOOD GOVERNANCE , COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEM	2.1.1 Maintain and improve the municipal policies	Review and gazette policies	N/A	2.1.1.1 Review and adopt municipal policies	81	Number of policies reviewed and adopted	12	Corporate services
		2.3.2 Ensure the existence and functionality of the public	Adopt and implement the ward committee support plan	All wards	2.3.1.1 Ensure the existence of the municipal community participation guideline.	82	Date of adopting the public participation strategy	30 March 2015	Community services

3.1	2.3	participation structures	Hold quarterly ward IDPRF meetings	All wards	2.3.2.1 Ensure the IDPRF functionality.	83	Number of quarterly meetings held for the IDPRF	4	Community services
			Present the ward committee operational plan to the council	All wards	2.3.2.2 Ensure the functionality of ward committees.	84	Number of ward committee operational plans submitted to Council	1	Community services
			Hold monthly ward committee meetings			85	Number of monthly ward committee meeting held	48	Community services
			Present ward committee reports to council			86	Number of ward committee reports submitted to council	4	Community services
			Establish and maintain the youth council	All wards	2.3.2.3 Ensure the functionality of the youth council.	87	Date of establishing the youth council	30 June 2014	Community services
			Establish and maintain the gender and disability forum	All wards	2.3.2.4 Ensure the functionality of the gender and disability forums.	88	Date of establishing the gender and disability forum	30 June 2014	Community services
		3.1.2 Ensure the empowerment of youth, women and people living with disabilities	Develop and adopt the youth development plan	All wards	3.1.2.1 Strategically plan for the empowerment of youth, women and people living with disabilities.	89	Date of adopting the Youth development strategy	30 March 2015	Community services
			Develop and adopt the PLD development plan	All wards		90	Date of adopting the PLD development plan	30 March 2015	Community services
			Develop and adopt the women empowerment plan	All wards		91	Date of adopting the women empowerment plan	30 March 2015	Community services
		2.3.3 Ensure functional municipal structures	Develop a schedule of all council, and portfolio committees meetings	N/A	2.3.3.1 Ensure that all legislated council structures meetings seat.	92	Date of Developing a schedule of all council and portfolio committees meetings	30 July 2014	Corporate services
			Develop and update a resolutions register	N/A		93	Number of resolution register updates	12	Corporate services
			Council meetings	N/A		94	Number of council meetings held	4	Corporate services
			Portfolio committees meetings	N/A		95	Number of portfolio committee meetings held	12	All departments
			Audit committee	N/A		96	Number of Audit committee	4	Office of the MM

5.3	LOCAL ECONOMIC AND SOCIAL DEVELOPMEN T		meetings				meetings held		
			Municipal accounts committee meetings	N/A		97	Number Municipal accounts committee meetings held	4	Finance department
			Internal audit	N/A	2.3.3.2 Ensure internal audit reporting.	98	Number of Internal audit reports presented to council	4	Municipal manager
			Oversight reports	N/A	2.3.3.3 Ensure oversight reporting.	99	Number of Oversight reports compiled	1	Finance department
		5.3.1 Ensure the municipal contribution to HIV/AIDS	Develop and adopt the HIV/AIDS plan	All wards	5.3.1.1 Develop the HIV/AIDS plan	100	Date of adopting the HIV/AIDS plan	31 May 2015	Community services
			Organise an HIV/AIDS prevention awareness campaign	All wards	5.3.1.2 Submit quartely reports to council on HIV/AIDS	101	Number of quarterly reports submitted to council on HIV/AIDS	4	Community services
			Establish and maintain the Local aids council	All wards	5.3.1.3 Maintain the functionality of the Local AIDS council	102	Number of HIV/AIDS local council meetings held	4	Community services
			3.1.1 Improve the community skills base	Develop the community skills development plan	All wards	3.1.1.1 Ensure the existence of a community skills development plan.	103	Date of adopting the community skills development plan	30 March 2015
Implement the community skills development plan		All wards		3.1.1.2 Facilitate the implementation of the community skills development plan.	104	Number of projects implemented from the Community skills development plan	1	Planning and economic Development	
4.1		4.1.2 Strategically plan for the local economic development	Review the LED strategy	All wards	4.1.2.1 Ensure the existence of an updated Local Economic Development strategy.	105	Date of adopting the reviewed LED plan	30 March 2015	Planning and economic Development
	4.1.3 facilitate the implementation of the CWP	Facilitate the creation of jobs through the CWP programme for all wards implementing 2 CWP projects each.	All wards	4.1.3.1 Submit quarterly CWP reports to council.	106	Number of quarterly reports submitted to council on CWP	4	Planning and economic Development	
	4.1.4 Coordinate the fight against poverty	implement the ward based poverty alleviation projects	All wards	4.1.4.1 Implement the poverty alleviation plan	107	Number of ward where poverty alleviation projects have been implemented	4	Planning and economic Development	
	4.1.5 Unlock	Develop and adopt the	All wards	4.1.5.1 Ensure the	108	Date of adopting the	30 March 2015	Planning and	

5.1	the agricultural potential	Agricultural development plan		existence of an updated agricultural plan.		Agricultural development plan		economic Development
	4.1.6 Promote the mining activities	Compile quarterly reports on mining applications submitted with DOE	All wards	4.1.6.1 Submit quarterly mining applications reports to council.	109	Number of reports on mining applications submitted to council	4	Planning and economic Development
	4.1.7 Facilitate SMME development	Develop and adopt the SMME development plan	All wards	4.1.7.1 Ensure the existence of the SMME development framework	110	Date of adopting the SMME development plan	30 March 2015	Planning and economic Development
	4.1.8 Promote Emadlangeni to be a tourist destination.	Develop and adopt the tourism sector plan	All wards	4.1.8.1 Ensure the existence of the tourism sector plan	111	Date of adopting the tourism sector plan	30 March 2015	Planning and economic Development
	5.1.1 Provide the library services	Provide the library services	N/A	5.1.1.1 Ensure the provision of the library services to the minimum standards.	112	Number of promotions conducted	2	Community services
			All wards		113	Number of books circulated	10800	Community services
			All wards		114	Number of audio visuals circulated	480	Community services
			All wards		115	Number of people who had access to the internet	720	Community services
			All wards		116	Number of book exchanges performed by 30 June 2014	4	Community services
			All wards		117	Number of people trained on basic computer skills	360	Community services
	5.1.2 Facilitate the provision of new community facilities	Complete the designs for the ward 2 pay-out point	2	5.1.2.1 Construct new community facilities and maintain the existing facilities and services	118	% construction completion of the ward pension pay-out point by 30 June 2015	100%	Technical services
5.2	5.2.1 Reduce community vulnerability to disasters	Review and adopt the Disaster contingency plan	All	5.2.1.1 Update and adopt the municipal disaster contingency plan	119	Date of adopting the disaster contingency plan	30 July 2014	Community services
5.3	5.3.2 Improve on road safety	Issue payable and undisputable traffic fines	All wards	5.3.2.1 Exercise the traffic law enforcement	120	Number of accurate traffic fines issued	600	Community services
		Random vehicle checking	All wards		121	No. of vehicles stopped and checked	400	Community services

			Vehicle screening for speed	All wards		122	No. of Vehicles screened for speed timing	400	Community services
			Direct charge speed	All wards		123	Number of direct speed charge operations conducted	48	Community services
			Roadblocks	All wards		124	Number of roadblocks conducted	4	Community services
			Unroadworthy vehicle suspensions	All wards		125	No. of unroadworthy vehicles suspended	4	Community services
			Conduct learner driver examinations	All wards		126	Number of learners licence examined	1040	Community services
			Conduct learner driver tests	All wards		127	Number of learners licence tested	1040	Community services
			5.3.3 Ensure the municipal contribution to community safety	Attend SAPS CPF meetings		All wards	5.3.3.1 Ensure the existence of a crime prevention infrastructure framework	128	Date of adopting the crime prevention framework
Participate meaningfully in the SAPS forums and compile quarterly reports to council	All wards	5.3.3.2 Submit quarterly reports to council on community safety		129	Number of quarterly reports to be submitted to council on community safety	4	Community services		
5.4		5.4.1 Facilitate the provision of sports and recreations facilities	Complete the construction of the Bensdorp sports field	2	5.4.1.1 Construct the sports and recreation facilities	130	% construction completion of the Bensdorp sports field	100%	Technical services
			5.4.2 Design and implement sports, arts and heritage celebration programs	Host the Mayoral cup games		All wards	5.4.2.1 Implement the municipal sports, arts and heritage celebration programme	131	Number of mayoral cup games held
		Participate in the district mayoral cup games		All wards	132	Number of District mayoral cup games held		1	Community services
		Participate in the SALGA games		All wards	133	Number of SALGA games to participate on		1	Community services
		Host the celebrate of the National heritage day	All wards	134	Date of hosting the National heritage day	1	Community services		
6.1	SPATIAL DEVELOPMENT AND ENVIRONMEN	6.1.1 Improve community awareness on environmental	Conduct the clean-up campaigns	All wards	6.1.1.1 Design and implement the community awareness programme on	135	Number of clean-up campaigns conducted	1	Planning and economic Development

	TAL MANAGEMENT	protection			environmental protection				
6.2		6.2.1 Ensure the existence of the municipal development spatial reference	Review the SDF	All wards	6.2.1.1 Adopt an updated SDF	136	Date of adopting the reviewed SDF	30 June 2015	Planning and economic Development
		6.2.2 Ensure the existence of the municipal land use guideline	Review the LUMS	All wards	6.2.2.1 Adopt the LUMS	137	Date of adopting the revised LUMS	30 June 2015	Planning and economic Development
		6.2.3 Promote the municipal integrated planning	Review the IDP	All wards	6.2.3.1 Adopt the IDP	138	Date of adopting the reviewed 15/16 IDP	30 June 2015	Office of the MM

4.5 ANNUAL TARGET ACHIEVEMENT REPORT

EMADLANGENI LOCAL MUNICIPALITY 2014/15 ANNUAL CONSOLIDATED SDBIP Report																
Indicator No.	IDP objective Ref No.	KPA	Outcome 9 output	2014/15 Strategy	Measurable output/objective	KPI	2014/15 target	2014/15 actual achievement	2014/15 target	2014/15 actual achievement	Blockage	Corrective measure	Ward location	Responsible department	Planned Annual budget	Actual expenditure
1	1.1	INFRASTRUCTURE AND SERVICES	Improve access to basic services	1.1.1. Facilitate the reduction of water and sanitation infrastructure and service backlogs	1.1.1.1 Water and sanitation backlog reduction reports submitted to council on a quarterly basis.	Number of quarterly reports submitted to Council on water and sanitation	4	1	4	3	The municipality did not receive reports from the District	Will encourage the District to provide the reports	N/A	Technical services	R 0.00	
2					1.1.1.2 Facilitate the provision of free basic water and sanitation to all deserving households of Emadlangeni.	Date of approval for the integrated indigent register	30 June 2014	Not achieved	30 September 2014	Not achieved	Identification and verification of existing indigent register is posing a challenge to the practical implementation of the Indigent policy	Engage service provider for ward 2 to assist with profiling and validation of ward 2 indigents. For ward 1, 3 and 4 the assistance of ward councillors and CDW will be sought in household profiling and identification of indigents.	All wards	Finance department	R 100 000.00	
3				1.1.2 Facilitate access to electricity for all targeted households	1.1.2.1 Provide the electricity infrastructure to all targeted households.	Number of households with access to electricity	192	108	364	0	Delays of delivering meters from Eskom. Land access to farm owners	We have met with farm owners and resolve the issue of access. Resolved delays with Eskom and the meters were delivered. The project to be completed end of November 2015	1,3 & 4	Technical services	R 8 000 000.00	
4					1.1.2.2 Provide the bulk electricity service in terms of the municipal licence on electricity provision.	% of the electricity provision budget spent	100%	100%	100%	91%	The municipality over budgeted for electricity provision	Going forward will use the past experience to perform realistic projections.	All wards	Technical services	R 11 333 647.00	
5					1.1.2.3 Facilitate the provision of alternative energy	Date of adopting the energy plan	N/a	N/a	30 March 2015	Not achieved	The feasibility study has not been done yet	The Department is busy drafting the TORs to secure the services of a service provider. This will be done in Q2	N/A	Technical services	R 300 000.00	

6					1.1.2.4 Facilitate and provide free basic electricity to all deserving households of Emadlangeni.	% of the households earning less than R 2300 per month with access to free basic services	100%	0%	100%	0%	The indigent register has not been finalised.	Appoint the service provider to assist with the compilation of the indigent register	All wards	Technical services	R 600 000.00	
7					1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	% construction completion of the ward 4 Rondavel access gravel road by 30 June 2015			100.00%	100%			Ward 4	Technical services	R 2 250 000.00	
8				% construction completion of the Ward 1 Mlwane gravel road by 30 June 2015				100.00%	30.00%	Met the drought challenges	The completion certificate was issued after the 30 th June 2015.		Ward 1	Technical services	R 3 375 000.00	
9				% construction completion of the ward 2 Smith street by 30 June 2015				100.00%	0%	There were SCM delays for the appointment	The appointments will soon be finalised for the project to resume.		Ward 2	Technical services	R 2 000 000.00	
10				% construction completion of the ward 1 Mgundeni gravel road by 30 December 2014		100%	0%	100%	100%	None	None		Ward 1	Technical services	R 1 734 544.62	
11				% construction completion of the ward 1 Ezihlabathini gravel road by 30 December 2014				100%	100%	None	None		Ward 1	Technical services	R 1 546 022.11	
12				% construction completion of the ward 2 North hill gravel road by 30 December 2014		100%	100%	100%	100%	None	None		Ward 2	Technical services	R 644 701.34	
13				% construction completion of ward 2 Encuba bridge by 30 December 2014		100%	80%	100%	100%	There was a dispute on the project which resulted in delay on its completion	Resolve dispute with urgency		Ward 2	Technical services	R 628 909.37	
14				1.1.3.4 Complete the designs and appointments for new roads		Date of completing the designs and contactor appointments for ward 3 KwaMalambana gravel road	N/a	N/a	30 June 2015	30 June 2015	None	None		Ward 3	Technical services	R 94 500.00

15					1.1.3.1 Ensure the existence of a road infrastructure provision framework	Date of adopting the integrated urban and rural master plan and maintenance plan	N/a	N/a	30 June 2015	Not achieved	Lack of capacity by the municipality hence this target was not achieved.	The position for Director Technical services has been advertised and recruitment is in progress and is expected to be finalised by 30 November 2015	All wards	Technical services	R 0.00	
16	4.1			4.1.1 Implement the EPWP programme	4.1.1.1 Create EPWP jobs.	Number of EPWP jobs created	126	126	126	137	None	None	all wards	Technical services	R 1 000 000.00	
17				1.1.4 Facilitate the reduction of the housing backlog	1.1.4.1 Ensure the existence of an updated Housing sector plan	Date of adopting the revised housing sector plan	30 May 2014	26 June 2014	30 March 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All	Planning and economic development	R 350 000.00	
18		1.1		1.1.5 Provide efficient waste collection and management service to all targeted household	1.1.5.1 Collect waste from all targeted households	Number of households with access to refuse removal at least once a week	1118	1118	1118	1329	None	None	2	Community services	R 0.00	
19					1.1.5.2 Manage waste efficiently	Number of quarterly reports submitted to council on the progress of the establishment of the buyback centre	N/a	N/a	4	3	In the first quarter management was awaiting for formal response from department of environmental affairs.	Director will ensure that progress reports on Buyback centre are submitted to all relevant structures	2	Community services	R 0.00	
20					2.1.2.2 Foster an IDP aligned municipal structure	Date of adopting an IDP aligned organogram	30 June 2014	26 June 2014	31 December 2014	29 June 2015	The approval process was delayed whilst the organogram had already been done.	Will ensure that the review process is performed early and that all approving structures are engaged on time.	N/A	Corporate services	R 200 000.00	
21				2.1.2 Ensure effective and efficient human resource management	2.1.2.3 Fill the budgeted vacant posts	Number of budgeted vacant posts filled	2	2	12	12	None	None	0	Corporate services	R 0.00	
22	2.1		MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		2.1.2.4 Implement the employment equity plan	Date of adopting the Employment equity plan	30 June 2014	04 December 2014	30 June 2014	Not achieved	The absence of the incumbent dealing with employment equity issues.	The director will give it a priority in the 2015/16 financial year.	N/A	Corporate services	R 0.00	
23					2.1.2.4 Implement the employment equity plan	Number of people from employment equity target groups employed in the three highest levels of management	2	2	6	0	The absence of the incumbent dealing with employment equity issues.	The director will give it a priority in the 2015/16 financial year.	N/A	Corporate services	R 0.00	
24				2.1.3 Ensure effective and	2.1.3.1 Ensure the existence of an	Date of adoption of the	30 March 2014	30 March 2014	30 March 2015	Not achieved	There was no responsible	The skills audit report compiled in	N/A	Corporate services	R 0.00	

						meetings held																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
--	--	--	--	--	--	---------------	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

				technology and document management systems	management system	electronic document management system										appraisal could not be completed.	process of document appraisals and then launch the system before the end of quarter 2.					
43					2.1.5.2 Upgrade the municipal IT infrastructure	% of the IT upgrade budget spent	100%	25%	100%	100%	None	None	N/A	Corporate services	R 100 000.00							
44		INFRASTRUCTURE AND SERVICES		1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.3 Maintain the existing roads and other infrastructure	% of the operational expenditure budget spent on repairs and maintenance of infrastructure			100%	68%	Vacant positions in the SCM and expenditure sections	Appointment of Procurement clerk. Key Vacant positions to be filled in 2015/16	All wards	Technical services	R 5 000 000.00							
45			Improve administrative and financial capability	2.2.1 Improve the audit opinion	2.2.1 Implement the Auditor general's report intervention plan	Date of implementing the entire Auditor general's report intervention plan	30 June 2014	No data submitted	30 June 2015	30 June 2015	None	None	N/A	Office of the MM	R 0.00							
46				2.2.2 Ensure the IDP aligned financial planning	2.2.2.1 Adopt the municipal IDP aligned annual budget	Date of Adopting the IDP aligned annual budget	30 May 2014	29 May 2014	30 May 2015	30 May 2015	None	None	N/A	Finance department	R 0.00							
47					2.2.2.2 Adopt the municipal IDP aligned adjustment budget	Date of adopting the adjustment budget	28 February 2014	28 February 2014	28 February 2015	27 February 2015	None	None	N/A	Finance department	R 0.00							
48					2.2.3.1 Monitor the expenditure of the municipality's budget	% expenditure of the municipal budget by 30 June 2015	100%	62,5%	100%	95%	Lack of procurement plan and capacity	Vacant positions to be filled.	N/A	All departments	R 0.00							
49	2.2	FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT			2.2.3.2 Pay all suppliers within a legislated period	% of payments for suppliers made within the legislated period	100%	85.25%	100%	84%	Vacant positions in the SCM and expenditure sections	Appointment of Procurement clerk. Key Vacant positions to be filled in 2015/16	N/A	Finance department	R 0.00							
50			Improve administrative and financial capability	2.2.3 Effectively and efficiently manage the expenditure of the municipality		Number Monthly creditors reconciliation	12	9	12	12	None	None	N/A	Finance department	R 0.00							
51					2.2.3.3 Conduct all expenditure reconciliations	Number of monthly suspense reconciliation	12	10	12	9	Lack of capacity within the expenditure section	Will ensure that vacant positions are filled to ensure that reconciliations are performed on time	N/A	Finance department	R 0.00							
52						Number of Monthly Vat reconciliation	12	11	12	12	None	None	N/A	Finance department	R 0.00							
53						Number of assets reconciliation conducted	12	11	12	12	None	None	N/A	Finance department	R 0.00							
54						Number of physical assets verification	4	1	4	2	Vacant position in assets section	Appointment of Assets clerk. Assets Officer to be	N/A	Finance department	R 0.00							

						performed				completed in 2015/16						
55						number of fixed asset register update conducted	12	10	12	12	None	None	N/A	Finance department	R 0.00	
56						Number of monthly section 71 reports compiled	12	12	12	12	None	None	N/A	Finance department	R 0.00	
57						Number of monthly grant registers	12	12	12	12	None	None	N/A	Finance department	R 0.00	
58						Number of monthly grant reconciliation	12	12	12		Lack of capacity within the expenditure section	Will ensure that vacant positions are filled to ensure that reconciliations are performed on time	N/A	Finance department	R 0.00	
59						Number of IYM submissions	12	9	12	12	None	None	N/A	Finance department	R 0.00	
60						Number of monthly bank reconciliations	12	12	12	12	None	None	N/A	Finance department	R 0.00	
61						Number of investments reconciliations conducted	12	12	12	12	None	None	N/A	Finance department	R 0.00	
62						Number of investments register updates	12	12	12	12	None	None	N/A	Finance department	R 0.00	
63						Number of half yearly section 72 reports	1	1	1	1	None	None	N/A	Finance department	R 0.00	
64						Number of section 52 reports compiled	4	3	4		Lack of capacity which impact on the timely preparation of reports	Will ensure that vacant positions are filled during 2016 financial to ensure that timely and accurate reporting	N/A	Finance department	R 0.00	
65						Date of Compilation of the annual financial statement	31 August 2013	31 August 2013	31 August 2014	29 August 2014	None	None	N/A	Finance department	R 0.00	
66						Date of approving the annual report	31 March 2014	31 March 2014	31 March 2015	31 March 2015	None	None	N/A	Finance department	R 150 000.00	
67						% of orders issued as per requisition received from user departments	100%	80%	100%	74%	Vacant positions in SCM section. Disciplinary hearings affecting SCM	Appointment of procurement clerk and Acting SCM Officer. Vacant positions to be filled in 2015/16	N/A	Finance department	R 0.00	
68						% of bids awarded as per approved and budget procurement plan	100%	No data submitted	100%	58%	Lack of procurement plan. Vacant positions within the SCM section	Session scheduled in 2015/16 quarter 1 to address procurement plan. Filling of key positions in SCM	N/A	Finance department	R 0.00	

	2.1	GOOD GOVERNANCE, COMMUNITY PARTICIPATION	A single window of coordination								with appropriately skilled personnel						
69						Number of monthly SCM reports compiled and submitted	12	12	12	12	None	None	N/A	Finance department	R 0.00		
70						Number of Quarterly SCM reports	4	3	4	4	None	None	N/A	Finance department	R 0.00		
71						Number of Mid term SCM reports	1	1	1	1	None	None	N/A	Finance department	R 0.00		
72						Number of Annual SCM reports	1	1	1	1	None	None	N/A	Finance department	R 0.00		
73						Number of contract register updates performed	12	12	12	12	None	None	N/A	Finance department	R 0.00		
74						2.2.7 Ensure the existence of updated finance management strategies	2.2.7.2 Adopt an updated fraud prevention plan.	Date of adopting reviewed Fraud prevention plan	31 May 2014	Not achieved	30 March 2015	Not achieved	Duplication of efforts with Provincial treasury	Provincial Treasury assisting with developing a comprehensive Anti-Corruption and Fraud plan.	N/A	Finance department	R 0.00
2.2.4 Manage and increase the municipal revenue base				2.2.4.2 Conduct all revenue reconciliations	Date of adopting the reviewed SCM framework			31 May 2014	20 February 2014	30 March 2015	Not achieved	Lack of capacity within the SCM which resulted in delays in the submission of reviewed SCM framework	The framework was adopted in June 2015. Going forward will ensure that finance is capacitated and also improve reporting	N/A	Finance department	R 20 000.00	
					% of debtors collected			50%	50%	50%	56%	None	None	N/A	Finance department	R 0.00	
					76	Number of debtors reconciliation conducted	12	12	12	12	None	None	N/A	Finance department	R 0.00		
77				2.2.4 Manage and increase the municipal revenue base	2.2.4.2 Conduct all revenue reconciliations	Number of valuation roll reconciliations	12	9	12	12	None	None	N/A	Finance department	R 0.00		
78						Number of valuation deposits reconciliations	12	9	12	12	None	None	N/A	Finance department	R 0.00		
79						Number of unallocated receipts reconciliations	12	9	12	12	None	None	N/A	Finance department	R 0.00		
80				2.1.1 Maintain and improve the municipal policies	2.1.1.1 Review and adopt municipal policies	Number of policies reviewed and adopted	15	No data submitted	12	49	None	None	N/A	Corporate services	R 200 000.00		
81																	

82	2.3	AND WARD COMMITTEE SYSTEM		2.3.2 Ensure the existence and functionality of the public participation structures	2.3.1.1 Ensure the existence of the municipal community participation guideline.	Date of adopting the public participation strategy	N/a	N/a	30 March 2015	Not achieved	Lack of capacity	The department is outsourcing the service by appointing the service provider.	All wards	Community services	R 150 000.00	
83					2.3.2.1 Ensure the IDPRF functionality.	Number of quarterly meetings held for the IDPRF	4	0	4	2	The municipality had no incumbent to deal with the IDRF matters.	The municipality will prioritise the appointment of the relevant incumbent.	All wards	Community services	R 0.00	
84					2.3.2.2 Ensure the functionality of ward committees.	Number of ward committee operational plans submitted to Council	N/a	N/a	1	1	None	None	All wards	Community services	R 584 000.00	
85						Number of monthly ward committee meeting held	N/a	N/a	48	37	The municipality had no incumbent to deal with the ward committee matters.	The special programmes officer has been appointed to also deal with ward committee matters.	All wards	Community services		
86						Number of ward committee reports submitted to council	N/a	N/a	4	3	The municipality had no incumbent to deal with the ward committee matters.	The special programmes officer has been appointed to also deal with ward committee matters.	All wards	Community services		
87						Date of establishing the youth council	N/a	N/a	30 June 2014	Not achieved	The municipality had no incumbent to deal with the youth council matters.	The special programmes officer has been appointed to also deal with youth council matters.	All wards	Community services	R 0.00	
88						Date of establishing the gender and disability forum	N/a	N/a	30 June 2014	30 June 2015	None	None	All wards	Community services	R 0.00	
89						3.1	Deepen democracy through a refined ward committee model	3.1.2 Ensure the empowerment of youth, women and people living with disabilities	3.1.2.1 Strategically plan for the empowerment of youth, women and people living with disabilities.	Date of adopting the Youth development strategy	N/a	N/a	30 March 2015	Not achieved	The municipality had no incumbent to deal with the youth development matters.	The special programmes officer has been appointed to also deal with youth development matters.
90	Date of adopting the PLD development	N/a	N/a	30 March 2015	Not achieved				The municipality had no incumbent to	The special programmes officer has been appointed to also deal with	All wards	Community services	R 150 000.00			

						plan				deal with the PLD development matters.	PLD development matters.					
91						Date of adopting the women empowerment plan	N/a	N/a	30 March 2015	Not achieved	The municipality had no incumbent to deal with the women development matters.	The special programmes officer has been appointed to also deal with women development matters.	All wards	Community services	R 150 000.00	
92	2.3	A single window of coordination	2.3.3 Ensure functional municipal structures	2.3.3.1 Ensure that all legislated council structures meetings seat.	Date of Developing a schedule of all council and portfolio committees meetings	30 July 2013	No data submitted	30 July 2014	30 July 2014	None	None	N/A	Corporate services	R 0.00		
93					Number of resolution register updates	12	3	12	12	None	None	N/A	Corporate services	R 0.00		
94					Number of council meetings held	4	4	4	9	None	None	N/A	Corporate services	R 0.00		
95					Number of portfolio committee meetings held	16	12	60	32	The target could not be met because all departments were unable to hold their monthly portfolio committee meetings.	The municipal manager and the Mayor are expected to ensure that these meetings seat by making a follow-ups with departments and councillors.	N/A	All departments	R 0.00		
96					Number of Audit committee meetings held	4	4	4	4	Audit committee meetings overlap to next financial year	Audit Committee meeting overlap to the next financial year	N/A	Office of the MM	R 146 000.00		
97					Number Municipal accounts committee meetings held	4	4	4	4	None	None	N/A	Finance department	R 0.00		
98					Number of Internal audit reports presented to THE Audit committee	4	4	4	4	None	None	N/A	Municipal manager	R 0.00		
99					2.3.3.2 Ensure internal audit reporting.											
					2.3.3.3 Ensure oversight reporting.	Number of Oversight reports compiled	1	1	1	1	None	None	N/A	Finance department	R 0.00	
100					5.3	Implement a differential	5.3.1 Ensure the municipal	5.3.1.1 Develop the HIV/AIDS plan	Date of adopting the	31 May 2014	Not achieved	31 May 2015	Not achieved	The municipality	The special programmes officer	All wards

			approach to municipal financing, planning and support	contribution to HIV/AIDS		HIV/AIDS plan					had no incumbent to deal with the HIV/AIDS matters.	has been appointed to also deal with HIV/AIDS matters.				
101					5.3.1.2 Submit quarterly reports to council on HIV/AIDS	Number of quarterly reports submitted to council on HIV/AIDS	N/a	N/a	4	0	The municipality had no incumbent to deal with the HIV/AIDS matters.	The special programmes officer has been appointed to also deal with HIV/AIDS matters.	All wards	Community services	R 0.00	
102					5.3.1.3 Maintain the functionality of the Local AIDS council	Number of HIV/AIDS local council meetings held	4	2	4	1	The municipality had no incumbent to deal with the HIV/AIDS matters.	The special programmes officer has been appointed to also deal with HIV/AIDS matters.	All wards	Community services	R 0.00	
103						Date of adopting the community skills development plan	N/a	N/a	30 March 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
104	3.1			3.1.1 Improve the community skills base	3.1.1.1 Ensure the existence of a community skills development plan.	Number of projects implemented from the Community skills development plan	N/a	N/a	1	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
105				4.1.2 Strategically plan for the local economic development	4.1.2.1 Ensure the existence of an updated Local Economic Development strategy.	Date of adopting the reviewed LED plan	30 June 2014	Not achieved	30 March 2015	Not achieved	The department was non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
106				4.1.3 facilitate the implementation of the CWP	4.1.3.1 Submit quarterly CWP reports to council.	Number of quarterly reports submitted to council on CWP	4	3	4	0	The department was non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
107		4.1		4.1.4 Coordinate the fight against poverty	Number of ward where poverty alleviation projects have been implemented	Number of ward where poverty alleviation projects have been implemented	N/a	N/a	4	4	None	None	All wards	Planning and economic Development	R 400 000.00	
108				4.1.5 Unlock the agricultural potential	4.1.5.1 Ensure the existence of an updated agricultural plan.	Date of adopting the Agricultural development plan	30 June 2014	Not achieved	30 March 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
109				4.1.6 Promote the mining activities	4.1.6.1 Submit quarterly mining applications reports to council.	Number of reports on mining applications submitted to council	N/a	N/a	4	0	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	

110	5.1		Promote access to basic services	4.1.7 Facilitate SMME development	4.1.7.1 Ensure the existence of the SMME development framework	Date of adopting the SMME development plan	N/a	N/a	30 March 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
111				4.1.8 Promote Emadlangeni to be a tourist destination.	4.1.8.1 Ensure the existence of the tourism sector plan	Date of adopting the tourism sector plan	N/a	N/a	30 March 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	
112				5.1.1 Provide the library services	5.1.1.1 Ensure the provision of the library services to the minimum standards.	Number of promotions conducted	2	1	2	2	None	None	N/A	Community services	R 0.00	
113						Number of books circulated	10800	14593	10800	12018	None	None	All wards	Community services	R 0.00	
114						Number of audio visuals circulated	480	2566	480	2201	None	None	All wards	Community services	R 0.00	
115						Number of people who had access to the internet	720	3616	720	5864	None	None	All wards	Community services	R 0.00	
116						Number of book exchanges performed by 30 June 2014	4	4	4	2	The department postponed the process due to the renovations that were taking place.	The process of exchanging books will resume as normal upon the completion of the renovations	All wards	Community services	R 0.00	
117						Number of people trained on basic computer skills	360	814	360	1187	None	None	All wards	Community services	R 0.00	
118				5.1.2 Facilitate the provision of new community facilities	5.1.2.1 Construct new community facilities and maintain the existing facilities and services	% construction completion of the ward pension pay-out point by 30 June 2015	N/a	N/a	100.00%	100.00%	None	None	2	Technical services	R 1 070 000.00	
119				5.2.1 Reduce community vulnerability to disasters	5.2.1.1 Update and adopt the municipal disaster contingency plan	Date of adopting the disaster contingency plan	30 July 2013	No data submitted	30 July 2014	Not achieved	Lack of capacity within the municipality	engaged Cogta for assistance.	All	Community services	R 45 228.40	
120				5.3.2 Improve on road safety	5.3.2.1 Exercise the traffic law enforcement	Number of accurate traffic fines issued	400	514	600	373	There has been a staff shortage for traffic officers	Two officers have been appointed	All wards	Community services	R 0.00	
121						No. of vehicles stopped and checked	200	320	400	1481	None	None	All wards	Community services	R 0.00	
122						No. of Vehicles screened for speed timing	200	322	400	670	None	None	All wards	Community services	R 0.00	
123						Number of direct speed charge operations conducted	N/a	N/a	48	216	None	None	All wards	Community services	R 0.00	

124	6.1					Number of roadblocks conducted	N/a	N/a	4	16	None	None	All wards	Community services	R 0.00		
125						No. of unroadworthy vehicles suspended	2	9	4	25	None	None	All wards	Community services	R 0.00		
126						Number of learners licence examined	1040	1825	1040	987	None	None	All wards	Community services	R 0.00		
127						Number of learners licence tested	1040	1479	1040	1269	None	None	All wards	Community services	R 0.00		
128						5.3.3.1 Ensure the existence of a crime prevention infrastructure framework	Date of adopting the crime prevention framework	N/a	N/a	30 June 2014	Not achieved	Lack of capacity by the Municipality	Ensure that in 2015/16 financial year all plans to be performed are advertised and obtain the services of external service providers	All wards	Community services	R 0.00	
129					5.3.3 Ensure the municipal contribution to community safety	5.3.3.2 Submit quarterly reports to council on community safety	Number of quarterly reports to be submitted to council on community safety	N/a	N/a	4	3	Lack of co-ordination of activities between the municipality and the SAPS	Will ensure that SAPS is engaged and that reports are obtained on monthly basis	All wards	Community services	R 0.00	
130					5.4.1 Facilitate the provision of sports and recreations facilities	5.4.1.1 Construct the sports and recreation facilities	% construction completion of the Bensdorp sports field	N/a	N/a	100.00%	45.00%	The work has not been completed and awaiting the service provider to address concerned raised by the Municipality	The extension was granted by the Department of Sport and Recreation until end of Q1	2	Technical services	R 2 100 000.00	
131					5.4.2 Design and implement sports, arts and heritage celebration programs	5.4.2.1 Implement the municipal sports, arts and heritage celebration programme	Number of mayoral cup games held	N/a	N/a	1	0	The games could not continue due the passing away of the Honourable Mayor.	The games will be held in the 2015/16 financial year.	All wards	Community services	R 546 722.72	
132							Number of District mayoral cup games held	N/a	N/a	1	1	None	None	All wards	Community services	R 0.00	
133							Number of SALGA games to participate on	N/a	N/a	1	1	None	None	All wards	Community services	R 0.00	
134							Date of hosting the National heritage day	N/a	N/a	1	1	None	None	All wards	Community services	R 0.00	
135					6.1.1 Improve community awareness on environmental protection	6.1.1.1 Design and implement the community awareness programme on	Number of clean-up campaigns conducted	1	1	1	0	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00	

					environmental protection										
136	6.2	SPATIAL DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT	Implement a differential approach to municipal financing, planning and support	6.2.1 Ensure the existence of the municipal development spatial reference	6.2.1.1 Adopt an updated SDF	Date of adopting the reviewed SDF	30 June 2014	26 June 2014	30 June 2015	29 June 2015	None	None	All wards	Planning and economic Development	R 0.00
137				6.2.2 Ensure the existence of the municipal land use guideline	6.2.2.1 Adopt the LUMS	Date of adopting the revised LUMS	30 June 2014	26 June 2014	30 June 2015	Not achieved	The department is non-existent	The director has been appointed and the department will be established	All wards	Planning and economic Development	R 0.00
138				6.2.3 Promote the municipal integrated planning	6.2.3.1 Adopt the IDP	Date of adopting the reviewed 15/16 IDP	30 June 2014	26 June 2014	30 June 2015	29 June 2015	None	None	All wards	Office of the MM	R 200 000.00

EXTERNAL SERVICE PROVIDER PERFORMANCE REPORT

Assessment of External Service Providers					
External Service Provider	Service provided in terms of signed SLA	Performance Target/ Time-frames	Assessment of Service Provider's Performance		POE and Corrective measure in case of underperformance
			2014/15	2014/15	
Super-Size Investments	IDP and PMS score card review	Timeous adoption of the IDP	Good	Good	Copy of the adopted 2015/16 IDP
		Timeous adoption of the PMS	Good	Good	Copy of the adopted performance management framework
		Review the 2014/15 score card and SDBIP	Good	Good	Copy of the adopted 2015/16 organisational and departmental scorecards
		Timeous approval of the 15/16 SDBIP	Good	Good	Copy of the SDBIP submitted to the municipality for approval by the Mayor
	Performance reporting	Twelve monthly reports submitted on performance	N/a	Good	Copies of the monthly reports submitted to the MM
		Four 2014/15 quarterly reports submitted on performance	Good	Good	Copies of the quarterly reports submitted to the municipality for approval by council.
		Annual performance report	Good	Good	Copy of the annual performance report submitted to the municipality for approval
Mgobo Trading and Investment	Fencing of Main Municipal Building and Town Hall and Town Clerk Building	Supply and Erect fencing at Main Municipal Building and Town Clerk Building. Time Frame: 4 Months	Good	Good	Technical Services Report and Completion Certificate
HGI Investments Pty Ltd	Fencing of Mangosuthu Arts and Crafts Centre	Supply and Erect fencing at Mangosuthu Arts and Craft Centre. Time Frame: 4 Months	Fair	Good	Engineers Reports and Completion Certificate

Nobongile Business Enterprise	Fencing of Market Stalls and White City Hall and Park	Supply and Erect fencing at Market Stalls and White City Hall and Park. Time Frame: 4 Months	Good	Good	Progress Reports
Mthiya Construction and General Services	Construction of Pension Paypoint	Construction of Pension Paypoint Time Frame: 5 months	Good	Good	Progress Reports
Mchumane HGI Joint Venture	Construction/Rehabilitation of Ezihlabathini Gravel Road	Construction/Rehabilitation of Ezihlabathini Gravel Road Time Frame: 6 Months	Fair	Good	Progress Reports
Lulisandla Construction	Construction of Mgundeni Gravel Road	Construction of Mgundeni Gravel Road Time Frame: 6 Months	Fair	Good	Progress Reports
Camelsa Consulting	Pastel Evolution Support	Support on Pastel Evolution Financial System	Good	Good	Reports on SLA Visits
Price Water House Coopers	Verification of Assets	Physical Verification of Asset	Good	Good	Updated Fixed Asset Register
Biggersberg Thatchers	Repairs of town entrance roof thatcher	Repairs of entrance Time Frame: 06 Months	Good	Good	Completion Certificate
TPL Mkhize Civil Contruccion trading CC	Bernsdorp Sports field	Construction of Sport field Time Frame: 1 Year		Good	Progress Report
Njengamanje JV Phambili	Rehabilitation of Kwamakhomba gravel road	Time Frame: 7 Months		Good	Progress Report

4.6 PERFORMANCE TARGETS SET FOR THE 15/16 FINANCIAL YEAR

Indicator No.	IDP objective Ref No.	IDP PAGE NO.	KPA	Back to basics pillar	2015/16 Strategy	Measurable output/objective	KPI	Annual target	Projects	Ward location	Responsible department
1	1.1	123	1. INFRASTRUCTURE AND SERVICES	Service delivery	1.1.1. Facilitate the reduction of water and sanitation infrastructure and service backlogs	1.1.1.1 Water and sanitation backlog reduction reports submitted to council on a quarterly basis.	Number of quarterly reports submitted to Council on water and sanitation	4	Maintain a functional water and sanitation forum with the district to collate quarterly reports to be submitted to council.	N/A	Technical services
2						1.1.1.2 Facilitate the provision of free basic water and sanitation to all deserving households of Emadlangeni.	Date of approval for the integrated indigent register	30 September 2014	Development, adoption and implementation of the integrated indigent policy and register	All wards	Finance department
3							% of households receiving free basic water and sanitation services	30%	Development, adoption and implementation of the integrated indigent policy and register	All wards	Technical services

4					1.1.2 Facilitate access to electricity for all targeted households	1.1.2.1 Provide the electricity infrastructure to all targeted households.	Number of households to be provided with electrification infrastructure and ready for connections by 30 June 2016	450	Provide electrification infrastructure for new household connections.	1,3 &4	Technical services
5						1.1.2.2 Provide the bulk electricity service in terms of the municipal licence on electricity provision.	Number of households receiving electricity	1400	Provide electricity to connected household	Ward 2	Technical services
6							% of the budget spent on bulk electricity provision	100%			
7						1.1.2.3 Facilitate the provision of alternative energy	Date of adopting the energy plan	30 September 2015	Develop and adopt the municipal energy plan	N/A	Technical services
8						1.1.2.4 Facilitate and provide free basic electricity to all deserving households of Emadlangeni.	% of households receiving free basic electricity	30%	Provide free basic electricity services to all households that are identified by the indigent register.	Ward 2	Technical services
9					1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.2 Construct new roads	Number of kilometres to be constructed for Makhomba gravel road by 30 June 2016	2.7km	Makhomba gravel road(roll over)	Ward 1	Technical services
10							% construction completion of the Makhomba gravel road by 30 June 2016	100.00%			
							11	Number of			

							kilometres to be constructed for Mlwane gravel road by 30 June 2016		road (roll over)		services
12							% construction completion of the Ward 1 Mlwane gravel road by 30 June 2015	100.00%			
13							Number of kilometres to be constructed for Linz access road by 30 June 2016	2.7Km	Linz link access road(new)	Ward 1	Technical services
14							% construction completion of the Linz access road by 30 June 2016	100.00%			
15							Number of quarterly reports submitted to Council on rural road transport forum	4	Attendance of the RRTF meetings	N/a	Technical services
16						1.1.3.3 Maintain the existing roads and other infrastructure	Number of roads to be resurfaced by 30 June 2016	1	Resurfacing of Utrecht town roads	Ward 2	Technical services
17							Number of kilometres to be resurfaced by 30 June 2016	2Km			
18							Number of square metres	10000	Repairing of potholes	Ward 2	Technical services

							of repairs to potholes on urban tarred roads				
19							Number of roads to be re-gravelled by 30 June 2016	10			
20							Number of kilometres to be re-gravelled by 30 June 2016	1200km	Re-gravelling of roads	All wards	Technical services
21						1.1.3.4 Complete the designs and appointments for new roads	Date of completing the designs for the 2016/17 road infrastructure projects	31 March 2016	Complete the designs of the 2016/17 financial year road infrastructure projects	Ward 3	Technical services
22						1.1.3.1 Ensure the existence of a road infrastructure provision framework	Date of adopting the road infrastructure plan	31 December 2015	Review and adopt the road master plan	All wards	Technical services
23	4.1	127			4.1.1 Implement the EPWP programme	4.1.1.1 Create EPWP jobs.	Number of EPWP jobs created	130	Identify and implement EPWP projects	all wards	Technical services
							Total rand value of EPWP jobs	R 1 030 000.00			
24	1.1	123			1.1.4 Facilitate the reduction of the housing backlog	1.1.4.1 Ensure the existence of an updated Housing sector plan	Date of adopting the revised housing sector plan	31 December 2015	Review, adopt and implement the housing sector plan	All	Planning and Economic development
25						1.1.4.2 Housing backlog reduction reports submitted to council on a quarterly basis	Number of reports submitted to council on housing construction	4	Facilitate the Construction of Hoedehoop housing project	0	Planning and Economic development

							progress by 30 June 2016				
26						1.1.4.3 Provision of free property rates service	% of households with free property rates	100%	Provide the free property rates service to all household identified by the indigent register	All wards	Finance department
27						1.1.5.1 Collect waste from all targeted households	Number of households with access to refuse removal at least once a week	1118	Provide the waste collection service to all identified households	2	Community services
28						1.1.5.1 Collect waste from all targeted households	1.1.5.2 Manage waste efficiently	4	Facilitate the establishment of the buyback centre	2	Community services
29							Date of conducting a waste management awareness campaign	30 September 2015	Conduct a waste management awareness campaign	all wards	Community services
30						2.1.2.2 Foster an IDP aligned municipal structure	Date of adopting the 2016/17 IDP aligned organogram	30 March 2016	Review the organisational structure	N/A	Corporate services
31						2.1.2.3 Fill the budgeted vacant posts	Number of budgeted vacant posts filled	12	Fill the vacant posts according to the new organisational structure	0	Corporate services
32							Number of MM and senior	2			Corporate services

							managers reporting to the MM posts filled				
33						2.1.2.4 Implement the employment equity plan	Date of adopting the Employment equity plan	30 September 2015	Develop and adopt the Employment Equity Plan	N/A	Corporate services
34						2.1.2.4 Implement the employment equity plan	Number of people from employment equity target groups employed in the three highest levels of management	1	Appoint staff according to the EE targets	N/A	Corporate services
35						2.1.3.1 Ensure the existence of an updated WSP	Date of adoption of the WSP	30 March 2015	Develop and adopt the WSP	N/A	Corporate services
36					2.1.3 Ensure effective and efficient human resource development		Number of employees to be trained according to the WSP prescriptions by 30 June 2016.	30			Corporate services
37						2.1.3.2 Implement the WSP	Number of non-employees to be trained according to the WSP prescriptions by 30 June 2016.	30	Train staff according to the 15/16 WSP prescriptions	N/A	Corporate services
38							Number of councillors to be trained by 30 June 2016.	7			Corporate services

39							Actual amount spent on skills development	R 300 000.00			Corporate services
40						Spend the entire budget of the WSP implementation by 30 June 2014	% expenditure of the skills development budget	100.00%			Corporate services
41					2.1.2 Ensure effective and efficient human resource management	2.1.2.5 Report labour relations matters to council on a quarterly basis.	Number of reports submitted to council on disciplinary case resolved and officials presently on suspension.	4	Compile quarterly labour relations reports to council	N/A	Corporate services
42							Number of meetings to be held for the Local Labour Forum.	4	Maintain the functionality of the Local Labour Forum	N/A	Corporate services
43						2.1.2.1 Strategically plan for the human resources	Date of adopting the revised Human Resource Management Strategy	31 December 2015	Review the Human Resource Management Strategy	N/A	Corporate services
44					2.1.6 Improve on customer care	2.1.6.1 Record and attend to customer complaints	number of monthly complaints register updates conducted	12	Develop and update a complaints register	All wards	Corporate services
45					2.1.4 Improve	2.1.4.1 Develop	Date of	30 July	Develop and	N/A	Office of the

					performance	and adopt the performance management system	adopting the performance management system	2015	adopt the performance management system		MM
46						2.1.4.3 Set the departmental performance targets	Date of Completion of the departmental score cards	30 July 2015	Develop and adopt the performance score cards	N/A	Office of the MM
47						2.1.4.6 Monitor the achievement of the set targets	Number of monthly plans and reports compiled	12	Monitor the achievement of the performance targets	N/A	Office of the MM
48						2.1.4.6 Monitor the achievement of the set targets	Number of monthly departmental management committee meetings held	12	Monitor the achievement of the performance targets	N/A	All departments
49							Number of MANCO meetings held	12		N/A	Office of the MM
50							Number of departmental performance reports to be submitted to the portfolio committees by 30 June 2016.	12		N/A	All departments
51							Date of completing the process of cascading the PMS to lower levels of management.	30 August 2015	Cascade the PMS to the lower levels of management	N/A	Office of the MM
52						2.1.4.7 Report performance to council	Number of quarterly performance report	4	Report performance	N/A	Office of the MM

							submitted to council				
53						2.1.4.8 Address areas of underperformance	Number of corrective measures taken on under performance	4	0	N/A	Office of the MM
54						2.1.4.7 Report performance to council	Date of compilation of the Annual Performance report	30 August 2015	0	N/A	Office of the MM
55						2.1.4.5 Achieve the individual commitment to set departmental targets	Number of performance agreements signed within 30 days reflecting national government priorities	6	Facilitate the signing of the performance agreements	N/A	Office of the MM
							% of performance agreements signed within 30 days reflecting national government priorities	100%	0	N/A	Office of the MM
56											
57						2.1.4.8 Address areas of underperformance	Number of quarterly performance assesments to beconducted by 30 June 2016	4	Review and measure performance	N/A	Office of the MM
58							Number of feedback reports to communities of	2		N/A	Office of the MM

							targets achieved, not achieved and corrective action				
59							Date of the review for the score cards	28 February 2016	Review the score card	N/A	Office of the MM
60						2.1.4.4 Align the service delivery targets with the budget	Date of adoption for the SDBIP	30 July 2015	Develop and adopt the SDBIP	N/A	Office of the MM
61					2.1.5 Improve information technology and document management systems	2.1.5.1 Install the municipal document management system	Date of installing the electronic management system	31 December 2015	Launch and introduce of the electronic document management system	N/A	Corporate services
62						2.1.5.2 Upgrade the municipal IT infrastructure	Date of adopting the ICT governance framework and strategy	30 March 2016	Develop and adopt the ICT governance framework and strategy	N/A	Corporate services
63			1. INFRASTRUCTURE AND SERVICES	Sound financial management	1.1.3 Reduce the road infrastructure backlog and maintain the existing infrastructure	1.1.3.3 Maintain the existing roads and other infrastructure	% of the operational expenditure budget spent on repairs and maintenance of infrastructure	100%	Maintain the municipal infrastructure	All wards	Technical services
64	2.2	125	3. FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT		2.2.1 Improve the audit opinion	2.2.1 Implement the Auditor general's report intervention plan	Date of implementing the entire Auditor general's report intervention plan	30 June 2016	Implement the Auditor General's report intervention action plan	N/A	Office of the MM
65					2.2.2 Ensure	2.2.2.1 Adopt the	Date of	30 May	Develop the	N/A	Finance

					the IDP aligned financial planning	municipal IDP aligned annual budget	Adopting the 2016/17 IDP annual budget	2016	Annual Budget		department
66						2.2.2.2 Adopt the municipal IDP aligned adjustment budget	Date of adopting the 2016/17 adjustment budget	28 February 2016	Develop the Adjustment budget	N/A	Finance department
67							% expenditure of the municipal budget by 30 June 2016	100%		N/A	All departments
68					2.2.3 Effectively and efficiently manage the expenditure of the municipality	2.2.3.1 Monitor the expenditure of the municipality's budget	% of the annual operating budget spent	100%	Monitor the expenditure of the municipality's budget	N/A	All departments
69							% of the annual capital budget spent	100%		N/A	All departments
70							% spent on MIG/urban settlement development grant	100%		N/A	Technical services
71							% expenditure of the municipality's operating budget on free basic services	100%		N/A	Finance department

72							% of the repairs and maintenance budget spent on property, plant, equipment and investment property maintenance	100%		N/A	Finance department
73						2.2.3.2 Pay all suppliers within a legislated period	% of payments for suppliers made within the legislated period	100%	Payment of suppliers	N/A	Finance department
74						2.2.3.3 Conduct all expenditure reconciliations	Number Monthly creditors reconciliation	12	Creditors reconciliation	N/A	Finance department
75							Number of monthly suspense reconciliation	12	Suspense reconciliation	N/A	Finance department
76							Number of Monthly Vat reconciliation	12	Vat reconciliation	N/A	Finance department
77							Number of assets reconciliation conducted	12	Assets reconciliation	N/A	Finance department
78							Number of physical assets verification performed	4	Assets verification	N/A	Finance department
79							number of fixed asset register update conducted	12	Fixed assets register update	N/A	Finance department

80							Number of monthly section 71 reports compiled	12	Compile the monthly section 71 reports	N/A	Finance department
81							Number of monthly grant registers	12	Grant administration	N/A	Finance department
82							Number of monthly grant reconciliation	12	Grant reconciliation	N/A	Finance department
83						2.2.6.1 Perform monthly financial reporting.	Number of IYM submissions	12	IYM submission	N/A	Finance department
84							Number of monthly bank reconciliations	12	Bank reconciliations	N/A	Finance department
85							Number of investments reconciliations conducted	12	Investments reconciliation	N/A	Finance department
86							Number of investments register updates	12	Investment registers	N/A	Finance department
87						2.2.6.2 Perform quarterly and half yearly financial reporting.	Number of half yearly section 72 reports	1	Compile the half yearly section 72 reports	N/A	Finance department
88							Number of section 52 reports compiled	4	Compile the quarterly section 52 reports	N/A	Finance department
89						2.2.6.3 Perform annual financial reporting.	Date of Compilation of the annual financial statement	30 August 2015	Compile the annual financial statements	N/A	Finance department
90							Date of	31 March	Compile the	N/A	Finance

							approving the annual report	2016	annual report		department
91							% of orders issued as per requisition received from user departments	100%	Issue orders	N/A	Finance department
92						2.2.5 Ensure that the municipality acquires goods and services in terms of supply chain regulations.	% of bids awarded as per approved and budget procurement plan	100%	Award bids	N/A	Finance department
93						2.2.5.1 Manage the supply chain processes in accordance with the municipal regulations on supply chain management.	Number of monthly SCM reports compiled and submitted	12	SCM reporting	N/A	Finance department
94							Number of Quarterly SCM reports	4	SCM reporting	N/A	Finance department
95							Number of Mid term SCM reports	1	SCM reporting	N/A	Finance department
96							Number of Annual SCM reports	1	SCM reporting	N/A	Finance department
97							Number of contract register updates performed	12	Contract register updates	N/A	Finance department

98					2.2.7 Ensure the existence of updated finance management strategies	2.2.7.2 Adopt an updated fraud prevention plan.	Date of adopting reviewed Fraud prevention plan	30 March 2016	Review the Fraud Prevention plan	N/A	Finance department
99							Date of adopting the reviewed SCM framework	30 March 2016	Review the Supply Chain Management Framework	N/A	Finance department
100					2.2.4 Manage and increase the municipal revenue base	2.2.4.1 Improve the collection rate	% collection from billed services	65%	Collections	N/A	Finance department
101							Number of debtors reconciliation conducted	12	Debtors reconciliation	N/A	Finance department
102							Number of valuation roll reconciliations	12	Valuation roll reconciliation	N/A	Finance department
103							Number of valuation deposits reconciliations	12	Deposits reconciliation	N/A	Finance department
104							Number of unallocated receipts reconciliations	12	Unallocated receipts reconciliations	N/A	Finance department
105	2.1	123	4. GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD	Putting people first and good governance	2.1.1 Maintain and improve the municipal policies	2.1.1.1 Review and adopt municipal policies	Number of policies reviewed and adopted by 30 June 2016	40	Review HR related policies	N/A	Corporate services

106	2.3	126	COMMITTEE SYSTEMS		2.3.2 Ensure the existence and functionality of the public participation structures	2.3.1.1 Implement the municipal public participation strategy.	Date of adopting the public participation strategy	30 March 2015	Adopt and implement the public participation strategy	All wards	Community services
107							Number of quarterly public report-back meetings convened and addressed by ward councillors	16	Convene ward meetings	All wards	Community services
108							Number of public meetings held at which the Mayor provided report back to the public	4	Convene public meetings to be addressed by the Mayor	All wards	Community services
109						2.3.1.2 Ensure the existence of the municipal communications functioning.	Date of adopting the communication plan	30 November 2015	Develop and adopt the municipal communication plan	All wards	Corporate services
110						2.3.2.1 Ensure the IDPRF functionality.	Number of quarterly meetings held for the IDPRF	4	Hold quarterly ward IDPRF meetings	All wards	Community services
111						2.3.2.2 Ensure the functionality of ward committees.	Number of ward committee operational plans submitted to Council	1	Present the ward committee operational plan to the council	All wards	Community services
112							Number of	48	Hold monthly	All	Community

							monthly ward committee meeting held		ward committee meetings	wards	services
113							% attendance at ward committee meetings	51%			Community services
114							Number of ward committee reports submitted to council	4	Present ward committee reports to council	All wards	Community services
115							Number of youth council meetings to be held by 30 June 2016	3	Facilitate the seating of quarterly youth council meetings	All wards	Community services
116							Number of PLD's forum meetings to be held by 30 June 2016	3	Establish and maintain the gender and disability forum	All wards	Community services
117	3.1	127			3.1.2 Ensure the empowerment of youth, women and people living with disabilities	3.1.2.1 Implement the youth development plan	Date of adopting the Youth development strategy	30 March 2016	Develop and adopt the youth development plan	All wards	Community services
118							Date of adopting the PLD development plan	30 March 2016	Develop and adopt the PLD development plan	All wards	Community services
119							Number of women's forum meetings to be held by 30 June 2016	3	Hold quarterly meetings for the women's forum	All wards	Community services

120	2.3	126			2.3.3 Ensure functional municipal structures	2.3.3.1 Ensure that all legislated council structures meetings seat.	Date of Developing a schedule of all council and portfolio committees meetings	30 July 2014	Develop a schedule of all council, and portfolio committees meetings	N/A	Corporate services
121							Number of resolution register updates	12	Develop and update a resolutions register	N/A	Corporate services
122							Number of formal meetings between the Mayor, Speaker, Chief whip and manager.	4	Convene meetings of the Mayor, Speaker, chief whip and manager.	N/A	Office of the MM
123							Number of council meetings held	4	Council meetings	N/A	Corporate services
124							Number of traditional leaders participating in council meetings	1	Council meetings	N/A	Corporate services
125							Number of portfolio committee meetings held	12	Portfolio committees meetings	N/A	All departments
126							Number of Audit committee meetings held	4	Audit committee meetings	N/A	Office of the MM
127							Number Municipal accounts committee meetings held	4	Municipal accounts committee meetings	N/A	Finance department

128						2.3.3.2 Ensure internal audit reporting.	Number of Internal audit reports presented to the Audit committee	4	Internal audit	N/A	Municipal manager
129						2.3.3.3 Ensure oversight reporting.	Number of Oversight reports compiled	1	Oversight reports	N/A	Finance department
130						5.2.1.1 Develop the HIV/AIDS plan	Date of adopting the HIV/AIDS plan	31 March 2016	Develop and adopt the HIV/AIDS plan	All wards	Community services
131	5.2	127			5.2.1 Ensure the municipal contribution to HIV/AIDS	5.2.1.2 Submit quarterly reports to council on HIV/AIDS	Number of quarterly reports submitted to council on HIV/AIDS	4	Organise an HIV/AIDS prevention awareness campaign	All wards	Community services
132						5.2.1.3 Maintain the functionality of the Local AIDS council	Number of HIV/AIDS local council meetings held	4	Establish and maintain the Local aids council	All wards	Community services
133	3.1	127			3.1.1 Improve the community skills base	3.1.1.1 Ensure the existence of a community skills development plan.	Date of adopting the community skills development plan	30 March 2016	Develop the community skills development plan	All wards	Planning and Economic development
134					4.1.2 Strategically plan for the local economic development	4.1.2.1 Ensure the existence of an updated Local Economic Development strategy.	Date of adopting the reviewed LED plan	30 March 2016	Review the LED strategy	All wards	Planning and Economic development
135	4.1	127	5. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT	Service delivery	4.1.3 facilitate the implementation of the CWP	4.1.3.1 Submit quarterly CWP reports to council.	Number of quarterly reports submitted to council on	4	Facilitate the creation of jobs through the CWP programme for all wards	All wards	Planning and Economic development

							CWP		implementing 2 CWP projects each.		
136					4.1.4 Coordinate the fight against poverty	Date of adopting the poverty alleviation plan	Date of adopting the poverty alleviation plan	30 March 2016	implement the ward based poverty alleviation projects	All wards	Planning and Economic development
137					4.1.5 Unlock the agricultural potential	4.1.5.1 Ensure the existence of an updated agricultural plan.	Date of adopting the Agricultural development plan	30 March 2016	Develop and adopt the Agricultural development plan	All wards	Planning and Economic development
138					4.1.6 Promote the mining activities	4.1.6.1 Submit quarterly mining applications reports to council.	Number of reports on mining applications submitted to council	4	Compile quarterly reports on mining applications submitted with DOE	All wards	Planning and Economic development
139					4.1.7 Facilitate SMME development	4.1.7.1 Ensure the existence of the SMME development framework	Date of adopting the SMME development plan	30 March 2015	Develop and adopt the SMME development plan	All wards	Planning and Economic development
140					4.1.8 Promote Emadlangeni to be a tourist destination.	4.1.8.1 Ensure the existence of the tourism sector plan	Date of adopting the tourism sector plan	31 July 2015	Develop and adopt the tourism sector plan	All wards	Planning and Economic development
141	5.1	127			5.1.1 Provide the library services	5.1.1.1 Ensure the provision of the library services to the minimum standards.	Number of promotions conducted	4	Provide the library services	N/A	Community services
142							Number of books circulated	11200	Provide the library services	All wards	Community services
143							Number of audio visuals circulated	480		All wards	Community services
144							Number of people who had access to the internet	600		All wards	Community services
145							Number of	4		All	Community

							book exchanges performed by 30 June 2016			wards	services
146							Number of people trained on basic computer skills	400		All wards	Community services
147					5.1.2 Facilitate the provision of new community facilities	5.1.2.1 Construct new community facilities and maintain the existing facilities and services	Date of completing the construction of the Bensdorp sports field	30 June 2016	Construction of the Bensdorp Sports field	2	Technical services
148					5.2.2 Improve on road safety	5.2.2.1 Exercise the traffic law enforcement	Number of accurate traffic fines issued	600	Issue payable and undisputable traffic fines	All wards	Community services
149							No. of vehicles stopped and checked	400	Random vehicle checking	All wards	Community services
150							No. of Vehicles screened for speed timing	400	Vehicle screening for speed	All wards	Community services
151							Number of direct speed charge operations conducted	48	Direct charge speed	All wards	Community services
152							Number of roadblocks conducted	4	Roadblocks	All wards	Community services
153							No. of unroadworthy vehicles suspended	8	Unroadworthy vehicle suspensions	All wards	Community services
154							% of learners licence examined against the bookings	100.00%	Examine license learners	All wards	Community services
155							% of learners	100.00%	Test the learner	All	Community

							licence tested against the bookings recorded		drivers	wards	services	
156						5.2.3.1 Implement a crime prevention infrastructure framework	Number of Community Policing Forum meetings attended	4	Develop the crime prevention framework	All wards	Community services	
157						5.2.3 Ensure the municipal contribution to community safety	5.2.3.2 Submit quarterly reports to council on community safety	Number of quarterly reports to be submitted to council on community safety	4	Participate meaningfully in the SAPS forums and compile quarterly reports to council	All wards	Community services
158	6.1	128				5.3.1 Facilitate the provision of sports and recreations facilities	5.3.1.1 Maintain the sports and recreation facilities	0	0.00%	Maintenance of Sports and Recreation Facilities	2	Technical services
159						5.3.2 Design and implement sports, arts and heritage celebration programs	5.4.2.1 Implement the municipal sports, arts and heritage celebration programme	Date of hosting the mayoral cup	30 March 2016	Host the Mayoral cup games	All wards	Community services
160								Date of participating in the district mayoral cup	30 September 2015	Participate in the district mayoral cup games	All wards	Community services
								Date of participating in the SALGA	20 December 2015	Participate in the SALGA games	All wards	Community services
162								Date of hosting the arts and culture festival	30 June 2016	Host an arts and culture festival	All wards	Community services
163								Date of hosting the National heritage day	30 September 2015	Host the celebrate of the National heritage day	All wards	Community services
164						6. CROSS-CUTTING MEASURES	Service delivery	6.1.1 Improve community awareness on	6.1.1.1 Design and implement the community	Date of completing the environmental	30 June 2016	Provide Environmental education in all 4

					environmental protection	awareness programme on environmental protection	protection education campaign in all 4 wards		wards		
165	6.2	128			6.2.1 Reduce community vulnerability to disasters	6.2.1.1 Implement the municipal disaster plan	Date of adopting the disaster management plan	31 August 2015	Develop and adopt the municipal disaster managementplan	N/A	Community services
166							Date of establishing the disaster management forum	31 August 2015	Establishing the Disaster Management Forum of Emadlangeni	N/A	Community services
167							Number of the disaster management forum meetings to be held by 30 June 2016.	4	Hold quarterly meetings for the disaster management forum	N/A	Community services
168	6.3	128			6.3.1 Ensure the existence of the municipal development spatial reference	6.3.1.1 Adopt an updated SDF	Date of adopting the reviewed SDF	31 March 2016	Review the SDF	All wards	Planning and Economic development
169					6.3.2 Ensure the existence of the municipal land use guideline	6.3.2.1 Review and implement the municipality's town planning scheme	Date of adopting the town planning wall to wall scheme.	30 June 2016	Review, adopt and implement the town planning scheme Wall to Wall Scheme	All wards	Planning and Economic development
170						6.3.2.2 Initiate the implementation of SPLUMA	Date of establishing the municipal planning tribunal in line with the SPLUMA regulations	30 September 2015	Establishment of Municipal Planning Tribunal in line with SPLUMA regulations	All wards	Planning and Economic development

171						6.3.3.1 Adopt the IDP	Date of adopting the reviewed 16/17 IDP	30 June 2016	Review the IDP	All wards	Office of the MM
172					6.3.3 Promote the municipal integrated planning	6.3.3.2 Ascertain community satisfaction about municipal services	Number of public satisfaction surveys conducted by 30 June 2016.	1	Conduct a customer satisfaction survey	All wards	Office of the MM

5 CHAPTER 4: ORGANIZATIONAL DEVELOPMENT PERFORMANCE

A revised organisational structure has been adopted by Council. A revised selection, recruitment and appointment policy that seeks to address the imbalances in the employment profile of the Municipality has been adopted by Council. There are ninety nine employees in the Municipality. Council approved five departments in the Municipality the departments are as follows:

- Office of the Municipal Manager;
- Corporate Services;
- Technical Services;
- Budget and Treasury Office; and
- Community Services

The functions of these Departments are as follows:

Table 10: Departmental Functions

Department	Functions
Office of the Municipal Manager	Municipal Management Municipal Planning and Performance Management Municipal Finance Management.
Corporate Services	Administration: it is responsible for child care facilities; billboards and display of advertisements in public places; licensing of dogs; licensing and control of undertakings that sell liquor to the public; facilities of accommodation; municipal administration; security and cleaning services; libraries; human resource management; legal services; business licenses; information technology communication and council support services.

Budget and Treasury Office.	<p>Income: it is responsible for Revenue Management; debt management and internal controls.</p> <p>Expenditure: it is responsible for expenditure management; procurement; materials; insurance; internal controls and properties management.</p>
Technical Services	<p>Electricity: it is responsible for electricity and gas reticulation and street lighting.</p> <p>Civil services: it is responsible for air pollution; municipal airports; municipal public works; storm water management; cemeteries; funeral parlours and crematoria; cleansing; fence and fences; burial of animals; local sports facilities; markets; municipal abattoirs; municipal parks and recreation; municipal roads</p>
Community Services	<p>Community Services: it is responsible for building regulations, local tourism, planning and land use management; promotion of local economic development and facilitation of housing development; refuse removal; refuse dump site and solid waste management.</p> <p>Protection Services: it is responsible for firefighting services; noise pollution; public places; street trading; traffic and parking; disaster management; control of public nuisances; municipal public transport; public safety; motor licensing; roadworthy testing; and municipal policing.</p>
Planning and Economic Development	<p>Tourism:</p> <p>Economic Development:</p> <p>Town Planning:</p>

Staff Component

The Municipality had a compliment of ninety nine staff members inclusive of five Section 57 staff members as well as staff in the Caravan Park and Game Park, five financial intern staff members included in this statistics, excluding 3 casual workers. During the year three staff members resigned.

Table 11: Staff component per department

Department	No of staff
Office of the Municipal Manager	9
Budget and Treasury Office	14
Corporate Services	9
Technical Services	18
Community Service(inclusive of Balele Game Park and Caravan Park)	50
Planning and Economic Development (Inclusive of Balele and Caravan Park)	5
Total	96

The departments have the following responsibilities:

Table 12: Departmental Responsibilities

Office of the Municipal Manager	Budget & Treasury Office	Corporate Services	Technical Services.	Community Service	Planning and Economic Development
Strategic leadership;	Management of Grants by Provincial and National Govt.;	Facility for accommodation;	Building Regulations;	Licensing of dogs;	Management of Land Use Management System
Strategic planning and monitoring;	Revenue management;	Human Resource management;	Planning and Land Use Management;	Licence of liquor	Local Economic Development Function
Debt management;	Expenditure management;	Labour Relations Management	Housing Development Facilitation;	Libraries;	Industrial Economic Development Function
Responsible for organisation;	Financial reports;	Skills Development Management	Electricity and gas reticulation;	Billboards;	Support the Office of the Manager with the Integrated Development Plan of the Municipality
Effective and efficient administration;	Budget control and monitoring;	Security and cleaning;	Street lighting;	Street trading;	Management of poverty alleviation responsibilities
Implementation of decisions of Council;	Procurement;	Legal services Management;	Responsible for air pollution;	Traffic and policing;	
Internal audit;	Financial control ; and		Responsible for municipal public	Motor licensing;	
	Budget			Roadworthy	

Political office bears and structures advice; and Financial management.	formulation Facility for accommodation	Information Technology Management; Communication Management; Council Support Management; Committee and Secretariat Management;	works; Responsible for storm water management; Responsible for cleansing; Responsible for fencing and fences; Responsible for municipal roads;	testing; Local tourism; Promotion of Local Economic Development; Responsible for cemeteries and crematoria; Responsible for burial of animals; Responsible for local sports facilities; Responsible for markets;	Management of Fresh Produce Market responsibilities Management of sourcing responsibilities Management of Programme Management Responsibilities Management of SPLUMA
--	---	---	--	--	---

				<p>Responsible for municipal abattoirs;</p> <p>Responsible for municipal parks and recreation;</p> <p>Responsible for refuse removal, refuse dumping site and solid waste management.</p> <p>Disaster Management</p> <p>Fire Fighting</p>	
--	--	--	--	---	--

5.1 SENIOR MANAGEMENT:

All four senior managers (Heads of Departments) have been appointed together with the Municipal Manager during the period under review.

Table 13: Senior management

Directorate	Director Responsible	Committee
Municipal Manager	Mrs G.P.N. Ntshangase	Council and Oversight Committee
Chief Financial Officer	Mr W Mtusva	Budget and Treasury Committee and Budget Portfolio Committee.
Director Corporate Services	Mr S.B. Sikhakhane	Corporate Services Portfolio Committee.
Director Technical Services	Vacant – Mr E.S. Ngcobo left on the 30 th of June 2015	Technical Services Portfolio Committee.
Director Community Services	Vacant - Mr TO Mthethwa (Left on the 30 th of June 2015)	Community Services Portfolio Committee
Director: Planning and Economic Development	Mr S.F. Mtshali (since 1 June 2015)	Planning and Economic Development Portfolio Committee

5.2 COMMUNITY DEVELOPMENT WORKERS

The aim of Community Development Workers is to bring the government services closer to the people. This aim has limitations under the circumstances in our Municipal area because of the vastness of the area and the limited resources available to this project. The primary role of the community development workers (CDW) is the following;

- Detail analysis and on-going update of the profile of the community;
- Facilitate local area planning at ward level;
- Linking communities with external institutions to access services and resources;
- Assist the communities in translating their plans into concrete actions;
- Working with both the service providers and the communities.

5.3 WARD COMMITTEES

The municipality has four ward committees and all these ward committee were functional during 2014/15 financial year with the exception of ward which had some problems but have since been resolved. The ward committee are made up of the following members;

Ward One

Name	Number of meetings Planned	Number of Meetings Attended
Mashilwane Nomusa	4	1
Zwane Bhekinkosi	4	3
Simelane Sibongile	4	4
Mtshali Dumazile	4	1
Mkhabela Thamu	4	4
Mfusi Sifiso	4	1
Masondo Nonhlanhla	4	2
Nkabinde Vusumuzi	4	0
Madida Nelisiwe	4	4
Kheswa Sabelo	4	2

Ward two

Name	Number of meetings Planned	Number of Meetings Attended
Bophela Ntongolozu	4	4
Tshabalala Jabulile	4	4
Masondo Mandlenkosi	4	0
Oliphant Berly	4	2
Masondo Ncamisile	4	4
Buthelezi Thamsanqa	4	4

Ward three

Name	Number of meetings Planned	Number of Meetings Attended
Phenyane S.J	4	4
Ndebele Ntombikayise	4	4
Ndebele Fikelephi	4	4
Mgabi Bekinkosi	4	0
Ndlovu Sonto	4	0
Mncube Phindile	4	0
Ndebele Mndeni	4	0
Nkosi Bhekamehlo	4	0
Ntshaba Buyisile	4	0
Mtshali Robert	4	0

Ward four

Name	Number of meetings Planned	Number of Meetings Attended
Mabasa Khanyile	4	3
Mdaki Thembisile	4	4
Williams Letia	4	4
Sedeane Dineo	4	4
Mkhwanazi Nomusa	4	4
Ndlozi Tokozane	4	4
Buthelezi Zinhle	4	4

Key issues:

The key issues identified by the community of Emadlangeni Local Municipality to be addressed by the integrated development plan are the following and have not been reviewed as yet;

- Inadequate living conditions of farm workers in terms of tenure security, the need for land access to basic physical and social infrastructure;
- The development of the economy through the stimulation of the tourism sector, training, funding and the development of marketing opportunities;
- Lack of funding and vigorous awareness on the HIV/AIDS through the local CBOs dealing with pandemic;
- The stimulation of agriculture and SMME sector through training funding and the creation of development opportunities;
- The lack of social services and infrastructure in the area especially in the satellites or sub satellites together with the associated basic infrastructure such as water and sanitation;
- Linking Highveld region economically and socially with the town through integrated transport system and road network;
- The social and physical; impact of the lack of sound communication and communication systems such as telephone, radio and television;
- The upgrading and provisions of infrastructure according to the needs created by the newly developed spatial strategy; and

5.4 EMPLOYMENT EQUITY DEVELOPMENT

The municipality did not have an employment equity plan for 2014/15 due to the fact that in the previous financial year the Director Corporate Service resigned and was not prepared. The New Director was appointed on June 2014 and the scorecard for 2014/15 was already approved by the Council. This has resulted from the municipality being fined by the Department of Labour for failing to meet this requirement.

Table 14: Employment Equity Development

Employment Equity Implementation	Designation Group	Non-Designated Group	Women	Total
Top Management (HOD)	4	0	1	5
Middle Management (MANCO)	7	0	1	8
Professional Staff	6	1	3	10

One hundred percent of the total top management is made up of the designated group while non-designated group is zero percent. The middle management is one hundred percent designated group. Seventy five percent of the professional staff is made up of the designated group and twenty five percent is the women. This is a slight change from the previous year which is in the right direction. See the table below to illustrate figures:

Table 15: Ethnic groups employed by the municipality

Occupational level	Male				Female				
	A	C	I	W	A	C	I	W	TOTAL
Senior	3	Nil	Nil	Nil	1	Nil	Nil	Nil	4
Middle	3	Nil	Nil	2	3	Nil	Nil	1	9
Other Staff	52	2	Nil	5	16	3	Nil	5	87
Total Staff	58	2	Nil	7	20	3	Nil	6	96

5.5 EXPENDITURE MANAGEMENT OF EMPLOYEE AND COUNCIL

Section 66, Chapter 8 of Local Government: Municipal Finance Management Act, 2003, requires the Accounting Officer to report the expenditure of staff monthly to the National Treasury and to the Mayor of the Municipality who normally sends it to Council. A lot of strain is caused by staff expenditure to smaller Municipalities because of the revenue base is very smaller and very difficult to collect revenue from the residents of the Municipality. See the table below for staff expenditure.

Table 16: Expenditure management of employees

Financial Year	Audited Exp.	Budget	Percentage
2012/2013	R14 003 983	R17 534 000	80%
2013/2014	R14 951 662	R16 117 000	93%
2014/2015	R16 402 952	R17 589 891	93%

Councillor's salaries, as determined in terms of the Determination of Remuneration for Public Office Bearers Act, are as follows;

Table 17: Expenditure management of councillors

Financial Year	Audited Exp.	Budget	Percentage
2012/2013	R1 690 597	R1 875 000	90%
2013/2014	R1 690 597	R1 834 736	90%
2014/2015	R1 832 408	R1 858 152.02	100%

3.5 DISCLOSURES CONCERNING COUNCILLORS, MUNICIPAL MANAGER AND SENIOR OFFICIALS FOR 1 JULY 2014 TO 30 JUNE 2015

This is summarised information regarding the payment made to Councillors, Municipal Manager and Senior Officials below;

Table 18: Disclosures Concerning Councillors, Municipal Manager and Senior Officials

Mayor	Salary	Act. Allowance	Travelling & Other	Cell phone Allowance	Total Earnings
Cllr J.G Zikhali (Deceased in June 2015)	R253,828.19		R69 314.07	R12 018	R335 160.26
Other Councillors	R982,317.58		R286 615.96	R72,108	R1,341,041.54
Mrs G.P.N. Ntshangase (Municipal Manager)	R772,996.55		0	R5 400	R778,396.55
Mr W. Mtusva (Chief Financial Officer)	R674,500.36	R297 072.85	0	R7 560	R979,133.21
Mr S.B. Sikhakhane (Director: Corporate Services)	R466 040.00	0		R4 410	R436,149.59
Mr T.O. Mthethwa (Director: Community Services)	R642,523.65	0		R7 236	R649,759.65
Mr E.S. Ngcobo (Director: Technical Services)	R466 040.00				
Mr S.F. Mtshali (Director: Planning and Economic Development)	R466 040.00				

5.6 PENSION AND MEDICAL AID FUNDS STATISTICS:

The table below illustrates contribution by the Municipality to pension funds and medical aids;

Table 19: Pension fund

Description	No of Members	Employees Contribution	Employers Contribution	Total
Natal joint Municipal Employees Provident Fund (5%)	54	R262,735.29	R510,530.33	R773,265.62
Employees Provident Fund (7%)	8	R81,001.74	R157,953.30	R238,955.04
Employees Provident Fund (9.5%)	4	R59,554.53	R115,889.85	R175,444.38
Superannuation Fund	3	R225,786.60	R67,090.44	R292,877.04
Government Employee Pension Fund	Nil	Nil	Nil	Nil
Municipal Councillors Fund	7	R132,834.60	Nil	R132,834.60
Total	76	R761,912.76	R851,463.92	R1,613,376.68

Table 20: Medical Aid

Description	No of Members	Employees Contribution	Employers Contribution	Total
Key Health	21	270,955.50	487,408.30	758,3643.80
Bonitas	2	34,742.40	52,113.60	86,856.00
Samwumed	10	74,689.60	112,034.40	186,724.00
Total	33	380,387.50	651,556.30	1,031,943.80

5.7 SKILLS DEVELOPMENT

The municipality did not have a work place skills development plan for 2014/15 however a budget for skills development was set aside and the municipality was able to train the below staff members and Councillors.

Officials Trained

Name	Designation	Planned No. of trainings	No. of provided training	Training Description
Sandile Sikhakhane	Director Corporate Services	03	03	<ul style="list-style-type: none"> Executive Leadership Municipal Finance Management Program Amendment to Labour Legislation
Gugu Ntshangase	Municipal Manager	02	02	<ul style="list-style-type: none"> Executive Leadership Amendment to labour Legislation
Ntethelelo Ndaba	Internal Audit Intern	01	01	<ul style="list-style-type: none"> Internal Audit Technician
Linda Munyunda	Finance Intern	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Nhlakanipho Mswane	Finance Intern	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Pinky Ndlovu	Finance Intern	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Blessing Mpungose	Finance Intern	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Sphamandla Simelane	Revenue Clerk	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Nomthandazo Ngwenya	Revenue Accountant	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program
Mondli Msomi	Supply Chain Management Officer	01	01	<ul style="list-style-type: none"> Municipal Finance Management Program

Councillors Trained

Name	Planned No. of trainings	No. of provided training	Training Description
Joe Zikhali (Mayor)	02	1	<ul style="list-style-type: none"> Executive Leadership
Vusi Ndlovu (Chief Whip)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Sibusiso Nkomonde (Member)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Pat Collins (Member)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Thulani Buthelezi (Member)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Mdubane Gama (Member)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Mavis Phenyane (Member)	02	02	<ul style="list-style-type: none"> Executive Leadership Computer Course
Nsikelelo Ndlovu	01	01	<ul style="list-style-type: none"> Computer Course

5.8 MINIMUM COMPETENCY

The process of determining the minimum competencies for as per circular 60 is currently being implemented. Staff members are being sent to training to ensure that the municipality complies with the circular.

Name	Designation	Planned No. of trainings	No. of provided training	Training Description
Sandile Sikhakhane	Director Corporate Services	03	03	<ul style="list-style-type: none">• Executive Leadership• Municipal Finance Management Program• Amendment to Labour Legislation
Gugu Ntshangase	Municipal Manager	02	02	<ul style="list-style-type: none">• Executive Leadership• Amendment to labour Legislation
Sphamandla Simelane	Revenue Clerk	01	01	<ul style="list-style-type: none">• Municipal Finance Management Program
Nomthandazo Ngwenya	Revenue Accountant	01	01	<ul style="list-style-type: none">• Municipal Finance Management Program

6 CHAPTER 5: FINANCIAL PERFORMANCE

The objective of this Chapter is to provide an overview of the financial performance of Emadlangeni Local Municipality. It further provides an opportunity for planning, so as to ensure that future budgetary allocations are brought in line with the IDP and functional area activities and outputs.

For detailed Audited Annual Financial Statements please find them in **Annexure A**

7 CHAPTER 6: AUDITOR-GENERAL AUDIT FINDINGS

The municipality obtain an unqualified audit opinion with matters of emphasis for the year ended 30 June 2015. The municipality has welcomed the Auditor-Generals Audit opinion has drawn an action plan to address all the shortcomings cited by the Auditor General in order to improve next year's audit outcome.

7.1 REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON EMADLANGENI MUNICIPALITY

Report on the financial statements

Introduction

1. I have audited the financial statements of the Emadlangeni Municipality set out on pages ... to ..., which comprise the appropriation statement, the statement of financial position as at 30 June 2015, the statement of financial performance, statement of changes in net assets, cash flow statement and the statement of comparison of budget and actual amounts for the year then ended as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2014 (Act No. 10 of 2014) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements, and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the municipality's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the municipality's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Emadlangeni Municipality as at 30 June 2015 and its financial performance and cash flows for the year then ended, in accordance with the SA Standards of GRAP and the requirements of the MFMA and DoRA.

Emphasis of matters

I draw attention to the matters below. My opinion is not modified in respect of these matters.

Material losses/impairments

7. As disclosed in note 55 to the financial statements, material losses of electricity amounting to R1, 06 million (2014: R1, 44 million) were incurred as a result of technical distribution losses.
8. As disclosed in note 31 to the financial statements, the municipality provided for impairment of receivables from exchange and non-exchange transactions amounting to R2, 17 million (2014: R2, 10 million) due to poor collection practices.

Report on other legal and regulatory requirements

9. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objectives for selected development priorities presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the infrastructure and services development priority presented in the annual performance report of the municipality for the year ended 30 June 2015.
11. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
12. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the National Treasury's annual reporting principles and whether the reported performance was consistent with the planned development priorities. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's *Framework for managing programme performance information* (FMPPI).
13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. The material findings in respect of the selected development priority are as follows:

Infrastructure and Services

Reliability of reported performance information

15. The FMPPI requires municipality's to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for 31% of the targets or significantly important targets to assess the reliability of the reported performance information. The municipality's records did not permit the application of alternative audit procedures. This was due to a lack of standard operating procedures or documented system descriptions for the accurate recording of actual achievements and technical indicator descriptions for the accurate measurement, recording and monitoring of performance, monitoring of the completeness of source documentation in support of actual achievements and frequent review of the validity of reported achievements against source documentation.

Additional matters

16. I draw attention to the following matters:

Achievement of planned targets

17. Refer to the annual performance report on pages x to x and x to x for information on the achievement of the planned targets for the year. This information should be considered in the context of the material findings on the reliability of the reported performance information for the selected development priority reported in paragraph 18 of this report.

Adjustment of material misstatements

18. I identified material misstatements in the annual performance report submitted for auditing on the reported performance information of Infrastructure and services. As management subsequently corrected only some of the misstatements, I identified material findings on reliability of the reported performance information.

Compliance with legislation

19. I performed procedures to obtain evidence that the municipality had complied with applicable legislation regarding financial matters, financial management and other related matters. My material findings on compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA, are as follows:

Strategic planning and performance management

20. The local community was not afforded the opportunity to comment on the final draft of the integrated development plan(IDP) before adoption, as required by section 42 of the MSA and Municipal planning and performance management regulation 9, 13(1), 13(4)(c) and 15(3).

Annual financial statements

21. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of non-current assets, current assets, liabilities, revenue, expenditure and disclosure items identified by the auditors in the submitted financial statement were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Procurement and contract management

22. Goods and services with a transaction value of below R200 000 were procured without obtaining the required price quotations as required by Supply Chain Management (SCM) regulation 17(a) and (c).
23. The preference point system was not applied in all procurement of goods and services above R30 000 as required by section 2(a) of the Preferential Procurement Policy Framework Act and SCM regulation 28(1) (a).

Expenditure management

24. Reasonable steps were not taken to prevent irregular expenditure and fruitless and wasteful expenditure, as required by section 62(1) (d) of the MFMA.
25. Money owed by the municipality was not always paid within 30 days, as required by section 65(2) (e) of the MFMA.

Internal control

26. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.

Leadership

27. Leadership did not exercise adequate oversight over performance reporting and compliance with laws and regulations, as well as internal control. In this regard, leadership did not ensure that credible financial and performance reports that are supported and evidenced by reliable information are prepared and that procurement of goods and services is done in accordance with the municipal supply chain management regulations.

Financial and performance management

28. Management did not undertake adequate review of registers that support amounts reported in the financial statements. Management also did not adequately prepare complete and accurate performance reports and monitor compliance with legislation due to vacancies in finance and performance unit.

Governance

29. The risk assessment processes and reviews were not adequate to ensure that key financial risks were mitigated and responded to in good time by management.
30. The financial and performance review process performed by internal audit and audit committee did not adequately address the accuracy and completeness of financial and performance reports resulting in material misstatements and non-compliance with legislation.

Other reports

Investigation

31. South African Police Services - Commercial Crime: Pietermaritzburg is performing an investigation following the Municipality opening a case of suspected fraud. The case was opened following fraudulent changing of a service provider banking details. The investigation by SAPS is still underway. The investigation was still not complete at the date of my report.

Pietermaritzburg

27 November 2015



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

7.2 AUDIT REPORT ACTION PLAN

Type of Opinion : Unqualified with other matters
Type of Opinion Previous Year : Unqualified with other matters
Adequacy of Audit Responses :
Financial Year : 2014/15 Financial Year

Nature of Audit Query	Audit Query	Action from Municipality	Responsible Person	Time Frame
Material losses	As disclosed in note 55 to the financial statements, material losses of electricity amounting to R1,06 million (2014: R1,44 Million) were incurred as a result of technical distribution losses.	<p>The electricity losses are mainly attributed to the aging infrastructure.</p> <p>The municipality has appointed a service provider to source funding to upgrade our infrastructure. Furthermore the municipality has approached Provincial Treasury to provide crack team made up of technical experts to help with among other things assessing the condition of the municipality's infrastructure. The detailed report from the infrastructure team will be used to source funding.</p> <p>The Management will also ensure that the municipality's properties are metered to ensure that consumption is measured accurately.</p>	Acting Technical Director (ATD)	<p>April 2016 to March 2017</p> <p>30 March 2016</p>
Material Impairment	As disclosed in note 31 to the financial statements, the municipality provided for the impairment of receivables from exchange and non-exchange transactions amounting to R2, 17 Million (2014: R2, 10 Million) due to poor collection practices.	<p>The indigent register was finalised and a debt amounting to R1, 2 million was subsequently written off.</p> <p>The Management will ensure that vigorous Credit Control measures will be implemented with the help of the Municipal by-Laws.</p>	Chief Financial Officer (CFO) and Senior Manager: Budget and Treasury (SMBTO)	Immediately
Reliability of reported information	The MFPPi requires municipality's to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against the planned objectives, indicators and targets. Adequate and reliable corroborating evidence could not be provided for 31% of the targets or significantly important targets to assess the reliability of the reported performance information. The municipality's records did not permit the application of alternative audit procedures. This was due to a lack of standard operating procedures or documented system descriptions for the accurate recording of actual achievements and technical indicator descriptions for the accurate measurement, recording and monitoring of performance, monitoring of the completeness of source documentation in support of the actual achievements and frequent review of the validity of reported achievements against source documentation.	<p>The Performance Management Officer will be appointed to see to it that the performance information is collected, and verified.</p> <p>Management will also ensure that the municipality's current performance management system is fully implemented by ensuring that monthly reports supported by portfolio of evidence are produced and by so doing the challenges of lack of portfolio of evidence will be eliminated.</p>	<p>Director Corporate Services</p> <p>All HOD</p>	<p>30 March 2016</p> <p>Immediately</p>
Compliance With Legislation	The local Community was not afforded the opportunity to comment of the Final Draft of the Integrated Development Plan (IDP) before adoption, as required by section 42 of the MSA and Municipal planning and performance management regulation 9, 13(1), 13(4)(c) and 15(3)	Management will ensure that the compliance checklist is monitored on a monthly basis. Will ensure that compliance checklist is a standing item on our MANCO meetings.	ALL HOD	Immediately
Annual Financial Statements	The Annual Financial Statement submitted for auditing were not prepared in all material respects in according with the requirement of section 122 of the MFMA, material misstatement of non-current assets, current assets, liabilities, revenue, expenditure and disclosure items identified by auditors in the submitted financial statement were subsequently corrected and the supporting records were provided subsequently, resulting in the financial statement receiving an unqualified audit opinion.	Management will prepare half year financial statements to be submitted to AG. This will ensure that misstatements are corrected prior submitting the final financial statements.	CFO	29 February 2016
Procurement and Contract Management	<p>Good and Services with a transaction value of below R200 000 were procured without obtaining the required price quotations as required by Supply Chain Management (SCM) regulation 17(a) and (c).</p> <p>The preference point system was not applied in all procurement of goods and services above R30 000 as required by section 2 (a) of the Preferential Procurement Policy Framework Act and SCM regulations 28(1)(a)</p>	<p>Management has developed an SCM deviation form. All deviations are documented on the form and pre-approved by the Accounting Officer. All deviations are registered on a monthly basis which helps to ensure that the register is complete and accurate.</p> <p>Payment checklist has been developed and implemented to identify deviations and ensure compliance.</p>	CFO	Ongoing
Expenditure Management	Reasonable steps were not taken to prevent irregular expenditure and fruitless and wasteful expenditure, as required by section	Payment checklist has been developed and implemented to identify deviations and ensure	CFO and SMBTO	Ongoing

Nature of Audit Query	Audit Query	Action from Municipality	Responsible Person	Time Frame
	<p>62(1) (d) of the MFMA.</p> <p>Money owed by the municipality was not always paid within 30 days, as required by section 65(2) (e) of the MFMA.</p>	<p>compliance</p> <p>To utilise contact management on PASTEL to record delays and monitor payments to suppliers.</p> <p>Management will also enforce the invoice register to track invoices that are paid within 30 days.</p>		<p>30 January 2016</p> <p>Immediately</p>
Leadership	Leadership did not exercise adequate oversight over performance reporting and compliance with laws and regulations, as well as internal control. In this regard, leadership did not ensure that credible financial and performance reports that are supported and evidenced by reliable information are prepared and that procurement of goods and services is done in accordance with the municipal supply chain management regulations.	Management will ensure that Finance and Performance reports are submitted to Finance Portfolio Committee, Municipal Public Accounts Committee and the Audit Committee.	Municipal Manager (MM) and CFO	Monthly and Quarterly
Financial and Performance management	Management did not undertake adequate review of registers that support amounts reported in the financial statements. Management also did not adequately prepare complete and accurate performance reports and monitor compliance with legislation due to vacancies in finance and performance unit.	Management has advertised all critical vacant positions and 50% of those were shortlisted. Will ensure that all positions are filled before 30 March 2016.	Corporate Services	30 March 2016
Governance	<p>The risk assessment processes and reviews were not adequate to ensure that key financial risks were mitigated and responded to in good time by management.</p> <p>The financial and performance review process performed by internal audit and audit committee did not adequately address the accuracy and completeness of financial and performance reports resulting in material misstatements and non-compliance with legislation</p>	<p>Each HOD will be responsible to manage his or her departmental risks and report to the relevant oversight structures.</p> <p>Will ensure that year-end procedures are developed which will allow the Internal Audit and the audit committee enough time to perform reviews.</p> <p>Will further ensure that the audit committee vacancies are filled with people who possess multi-disciplinary skills.</p>	ALL HODs	<p>Ongoing</p> <p>30 April 2016</p> <p>30 March 2016</p>

ANNEXURE A

AUDITED ANNUAL FINANCIAL STATEMENTS